

# *Business Management Modernization Program (BMMP)....*



## **...and its Impact on Army Enterprise Transformation**

**1 Oct 2004**



# BLUF



- *“The Global War on Terror has forced the Army’s hand... compelling Army Leadership to change on a reduced timetable.”*  
– CSA, 28 Jul 04, *European Stars & Stripes*
- Enterprise Transformation is the process of changing ***institutional and operational culture, processes and technology*** to achieve the Army Vision
- Congress is frustrated with pace of change in DoD and has imposed new compliance, certification, and approval procedures that must be accomplished prior to each milestone review
  - **Programs that fail to comply risk loss of funding**
- Army management and implementation of Enterprise Transformation will contribute to achieving the Army Vision and the major objectives of the Army Campaign Plan
  - Proposed governance structure:  
Army Transformation Leadership Council, Mission Area Leads, and Domain Owners



# Introduction



## ■ Course Learning Objectives:

- ☐ Understand the BMMP goals, objectives and timeline
- ☐ Understand the impact of BMMP on Army Enterprise Transformation
- ☐ Understand the impact of BMMP on the organizations, processes, procedures, programs, and systems of the attendees
- ☐ Focus is Business transformation – not Systems modernization!

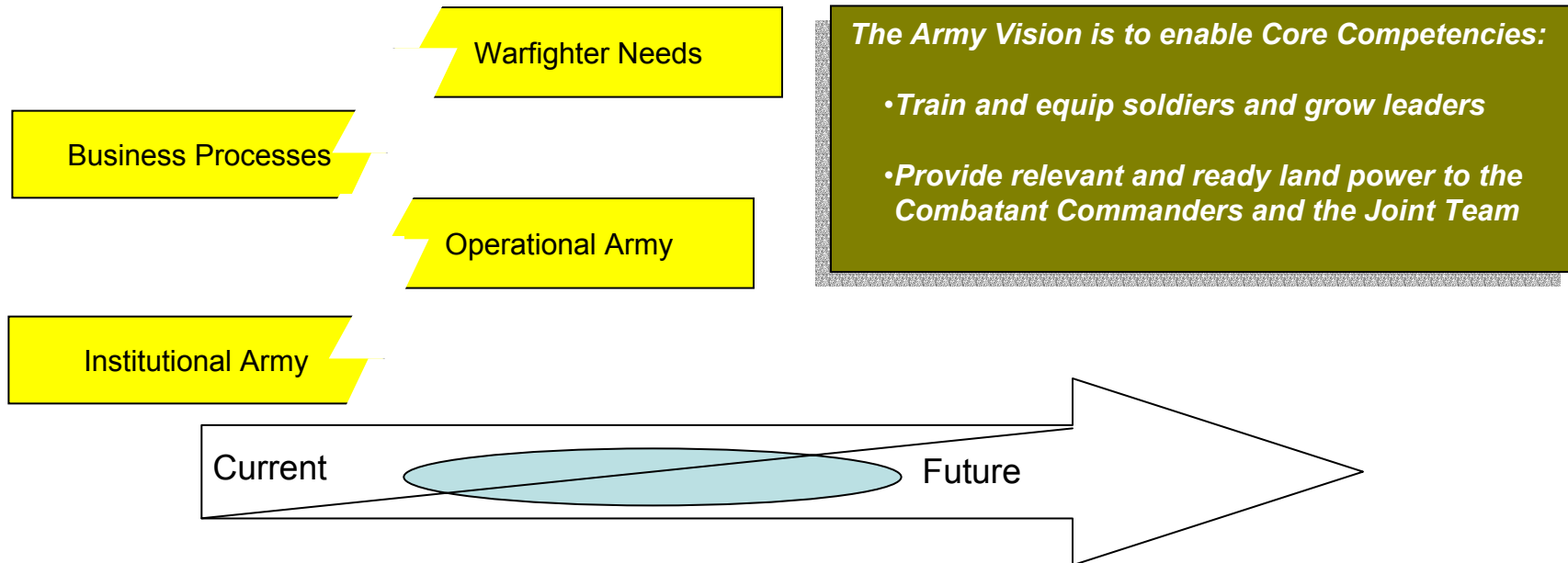


# Introduction

- Enterprise Transformation
  - What is it, why do it, why now
  - What does BMMP have to do with it?



# Army Enterprise Transformation



- Enterprise Transformation is the process of changing institutional and operational culture, processes and technology to achieve the Army Vision
- Enterprise Transformation impacts the entire Army Enterprise
  - ☐ Active, Guard, Reserve, Civilian and Contractor
  - ☐ The Army as One Enterprise

Enterprise Transformation enables the Army Core Competencies by adapting business processes to better support the warfighter



# Agenda



## ■ **Overview: Business Management Modernization Program (BMMP)**

- ☐ Authority, References, Mission, Strategy, Goals, Scope
- ☐ Definitions

## ■ **Major elements of BMMP**

- ☐ Governance and Approach
- ☐ Business Enterprise Architecture
- ☐ Increments (Phases) and Timeline

## ■ *Break (1030-1045)*

## ■ **Major elements of BMMP**

- ☐ Relationship to the Acquisition Lifecycle
- ☐ Transition Planning & Portfolio Management
- ☐ BMMP Compliance
- ☐ BMMP Performance Measures

## ■ *Lunch (1 hour)*



# Agenda



## Impact of BMMP on Army Enterprise Transformation

- Major Architectures and their relationship to Enterprise Transformation
  - ☐ Discussion of the Architectures movement and its role in Enterprise Transformation
- Army Portfolio Management
  - ☐ Discussion of Army Portfolio Management Approach
- *Break (1515 – 1530)*
- Army Enterprise Transformation Approach
  - ☐ Governance, Approach, Timeline
  - ☐ Roles & Responsibilities
  - ☐ Performance Measures
- Wrap Up / Q&A



# **BMMP** Business Management Modernization Program

## Business Management Modernization Program (BMMP) Overview

As Presented by: Dr. Paul Tibbits, Director  
On June 3, 2004

**Arming the Warfighter  
Through Business Improvement**  
[www.dod.mil/comptroller/bmmp](http://www.dod.mil/comptroller/bmmp)







# Imagine When...

**...we can more readily**

**...identify  
chemical warfare  
experts through  
an integrated  
employee  
information  
profile**



**...have one  
standard  
accounting code  
structure that  
satisfies all  
reporting entities  
and requirements.**



**...standardize and  
simplify a chart of  
accounts.**



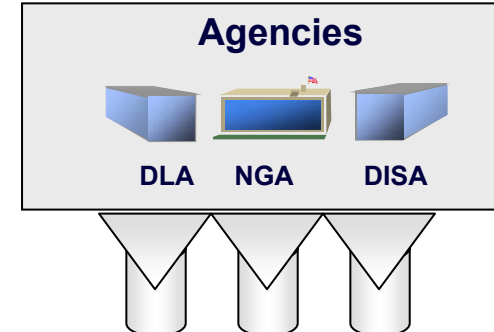
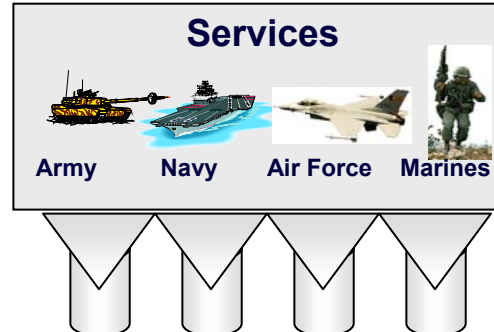
**...know what  
munitions are  
available in any  
given place at  
any given time**





# The Need for Change is Clear

- ▶ **Services and Agencies have individual processes and over 2000 supporting systems that focus primarily on their own operations**
- ▶ **Results are:**
  - **Costly, redundant and inefficient management of DoD resources**
  - **Accurate, reliable, timely, information not available for decision**





# BMMP Overview

## Learning Objectives

- ▶ Understand the authority, mission, strategy, goals and scope of BMMP
- ▶ Learn the Terms of Reference, and understand the concepts behind them



# Program Authority - References

## ► July 2001:

- Secretary of Defense (SECDEF) established the department-wide Financial Management Modernization Program (FMMP) under the Under Secretary of Defense (Comptroller).
- The transformation of the Department's financial management operations includes not only finance and accounting but also all business activities.

## ► December 2002:

- PL 107-314 (National Defense Authorization Act FY03), Section 1004, established the requirement for the DoD to build an **Enterprise Architecture**, and for a **Transition Plan** for implementation.

## ► May 2003:

- Renamed to Business Management Modernization Program (BMMP) under the joint sponsorship of the Under Secretary of Defense (Comptroller) and the Assistant Secretary of Defense (Networks and Information Integration).

## ► September 2003:

- Secretary of Defense reconfirmed this commitment by designating DoD business transformation as one of his top ten priorities.

## ► To comply with ITMRA of 1996 and OMB Circular A-130



# BMMP Mission, Strategy, and Goals

## Mission

- ▶ Support the Warfighter with world-class business operations

## Strategy

- ▶ BMMP will lead DoD's business transformation by:
  - Driving Domain Business Process Reengineering
  - Developing and maintaining the **Business Enterprise Architecture (BEA)**
  - Implementing capabilities-based Portfolio Management
  - Performing System Assessments
  - Utilizing the Global Information Grid Enterprise Information Environment

## Goals

- More \$\$\$ for the Warfighter
- Optimize Warfighter Support
- Increased Return on Taxpayer Investment



## ***BMMP: The Largest Transformation Effort in Government or Industry***

- ▶ **5.5M employees, service members and beneficiaries**
  - Paychecks and W-2's
  - Personnel records and actions
  - Medical and Dental records, appointments, admissions and discharges
  - Training records, plans, and scheduling classes
  - Travel requests, tickets, vouchers
- ▶ **\$400B+ /Year**
  - 267 Appropriations
  - 124 Million accounting transactions
  - 11.2 Million invoices
- ▶ **\$700B+ in Assets**
- ▶ **600K Buildings, 6,700 locations, 146 Countries**
  - \$620B in Real Property Assets
    - ▶ 2.3M square feet of buildings
    - ▶ 32 M acres
- ▶ **1,312 Major weapons systems**
  - 4.6 Million parts and supplies managed
- ▶ **150+ Federal Source Laws and Regulations (Ex. Title 5, 10, 32, 37)**
  - 4,200+ Specific requirements from source laws
- ▶ **2,274 Business Systems ... and Counting**
  - Different standards and interpretations of rules and requirements



# Definitions

## ► Transformation:

- A process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people, and organizations that exploit our nation's advantages, and in doing so protects against our vulnerabilities to sustain our strategic positions, which helps underpin peace and stability in the world.
- Source: DoD Transformation Planning Guidance, April 2003

## ► Enterprise:

- An organization that consists of people, processes and technology that uses information networks to interact with members, suppliers, or end users.

## ► Army Enterprise Transformation:

- The process of changing institutional and operational culture, processes and technology to achieve the Army Vision.
- Active, Guard, Reserve, Civilian, and Contractor
- One Army, One Enterprise



# Definitions

## ► Enterprise Integration:

- The unrestricted sharing of data and business processes throughout networked applications or data sources within and across organizations. EI can help to improve mission accomplishment and result in more effective resource utilization.

## ► End-to-end processes

- From initiation to receipt/conclusion, across the spectrum of operations

## ► Mission Areas (4)

- Warfighting, Intelligence, Enterprise Information Environment, Business Mission Area

## ► Domains (6)

- Functional Business Areas that provide institutional support to the Warfighter (Details in your handout – Backup Panels)
  - Accounting & Finance, Acquisition, Human Resource Management, Installations & Environment, Logistics, Strategic Planning & Budgeting

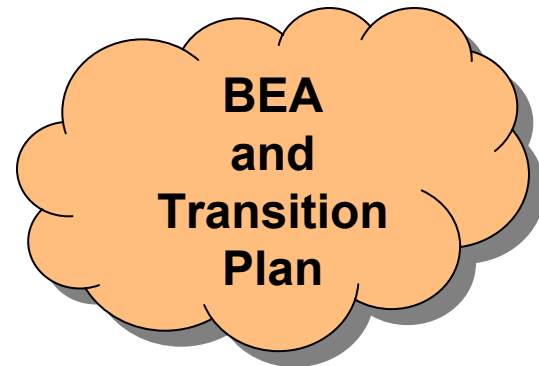
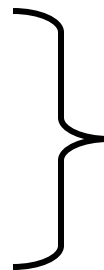




## ► Enterprise Architecture:

- A strategic information asset base, which defines the mission
- The information necessary to perform the mission
- The technologies necessary to perform the mission
- The transitional processes for implementing new technologies in response to changing mission needs, and includes:

- Baseline Architecture
- Target Architecture
- Sequencing plan



- **Source: PL 107-347, sec 101a**



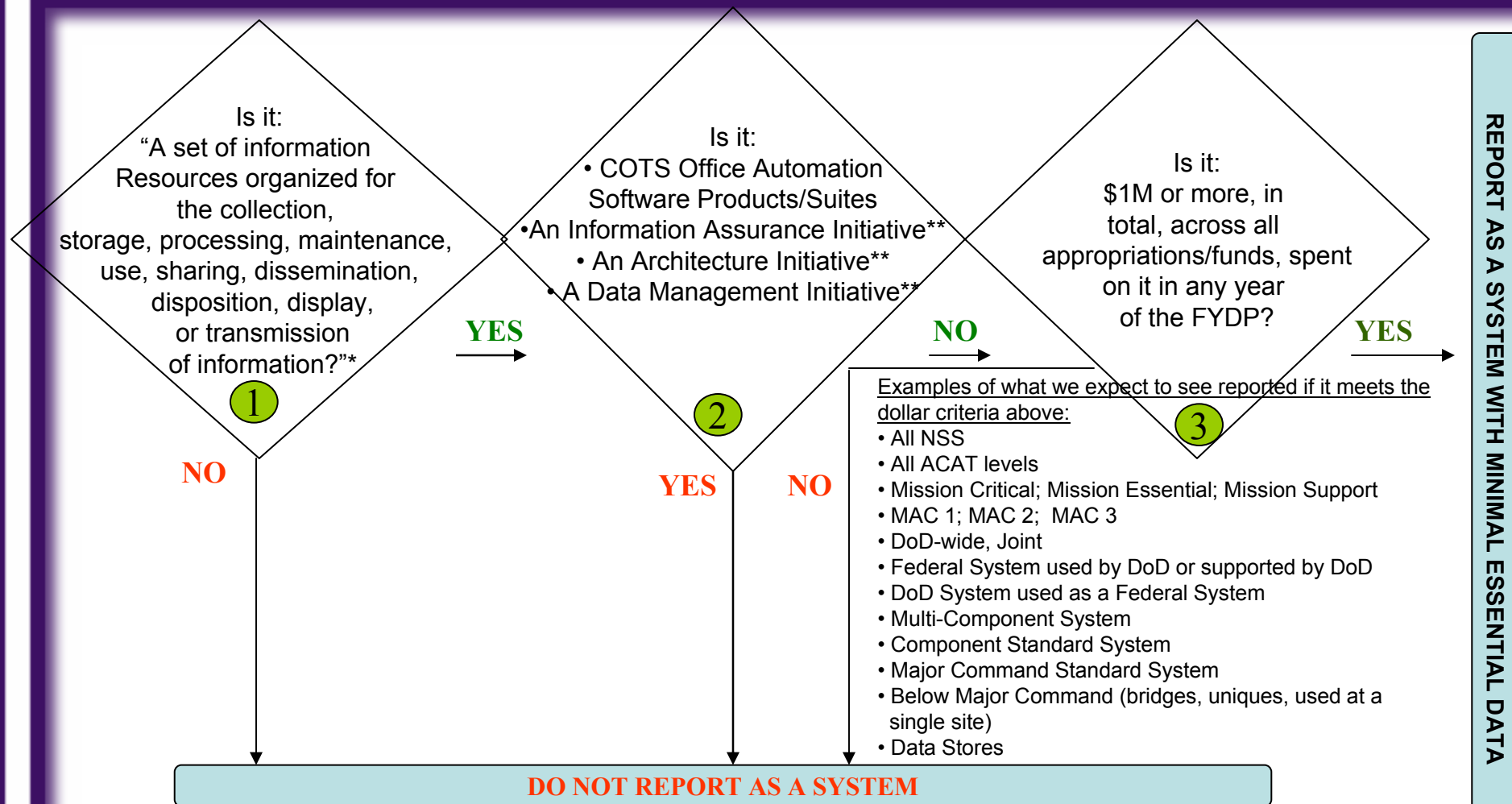
# Definitions

- ▶ **Composition of Enterprise Architecture (PL 108-260):**
  - **An information infrastructure that, at a minimum, would enable the DoD to:**
    - ▶ Comply with all Federal accounting, financial management, and reporting requirements;
    - ▶ Routinely produce timely, accurate, and reliable financial information for management purposes;
    - ▶ Integrate budget, accounting, and program information and systems; and
    - ▶ Provide for the systemic measurement of performance, including the ability to produce timely, relevant, and reliable cost information.
  - **Policies, procedures, data standards, and system interface requirements that are to apply uniformly throughout the Department of Defense.**
- ▶ **What is a System?** (reference supplemental slides)



# What is a "System"

## Starting With a Baseline of what is in the DoD IT Registry



\* Definition of DoD Information System (DoDD 8500.1, Information Assurance)

\*\* Not directly related to a system



# **Major elements of BMMP:**

## **Governance and Approach**

### **Learning Objectives**

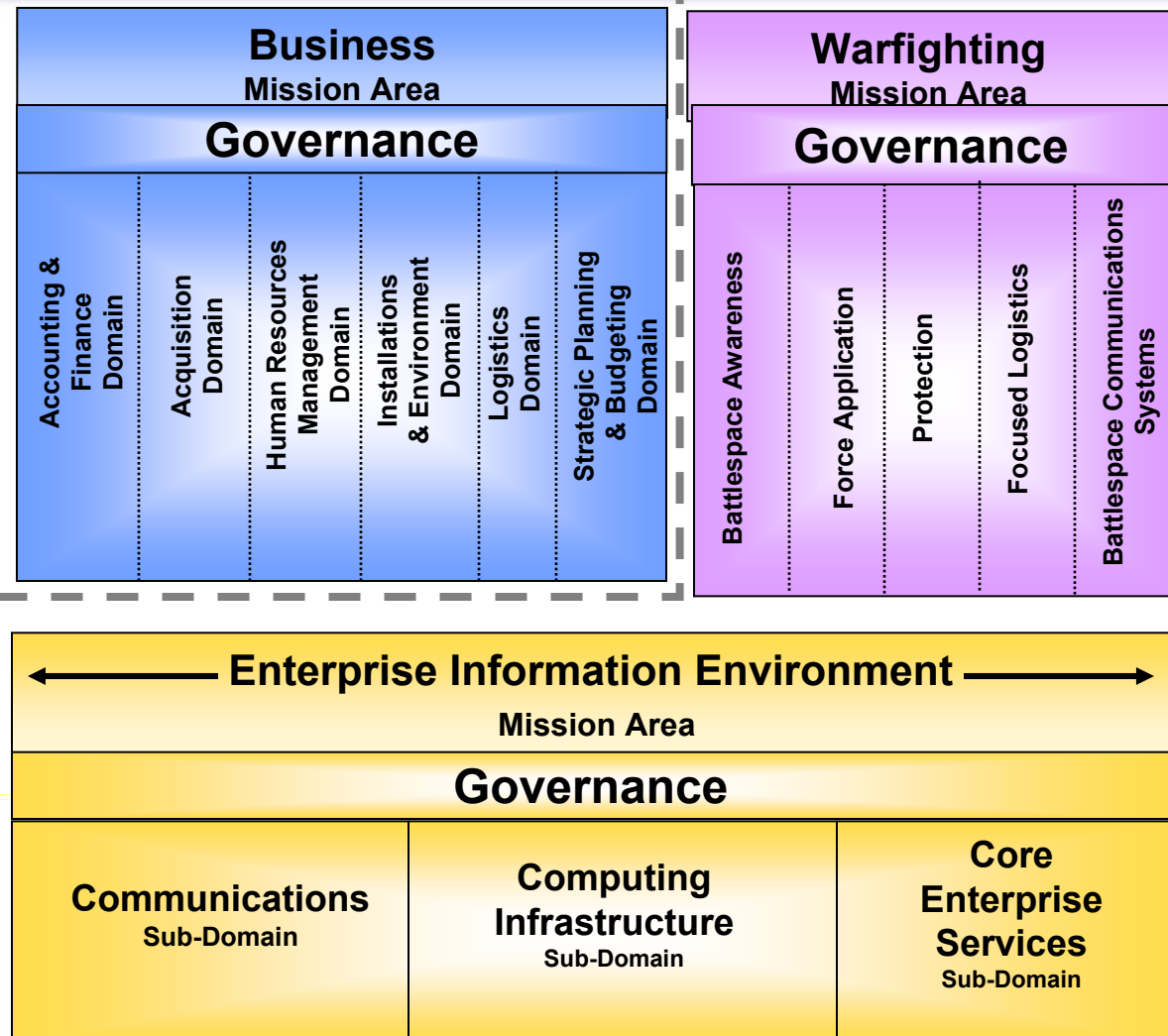
- ▶ **Understand the Governance structure**
  - **Identify the Mission Areas and Domains**
  - **Roles and Responsibilities**
- ▶ **Understand the role of process mapping**
- ▶ **Understand the need for Enterprise Security**



# Where we fall within DOD/ the Global Information Grid (GIG)

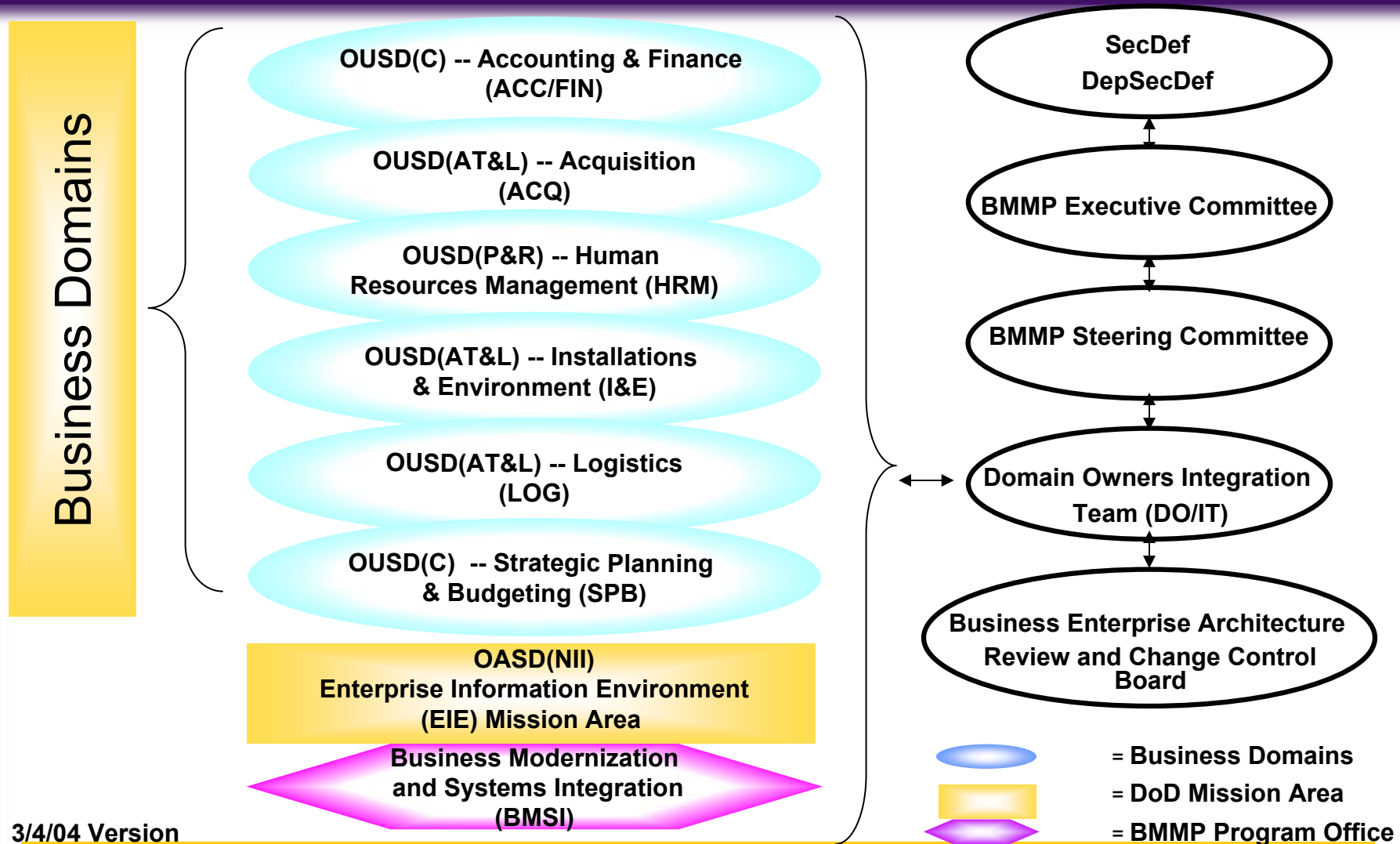
## Business Management Modernization Program (BMMP)

*working with the*  
Enterprise Information Environment (EIE)  
Mission Area





# BMMP Governance Structure



3/4/04 Version



## ► DoD Components

- Successful transformation clearly requires the active participation and support of all DoD Components (Military Departments, Defense Agencies, and DoD Field Activities). Accordingly, **each Component is responsible for:**
  - Communicating requirements to the Business Domains, as the latter leads the business process reengineering and solution implementation efforts
  - Chartering a governance structure within the Component that facilitates participation, cooperation, and integration of the six Business Domains and EIE Mission Area across the Component
    - Accounting & Finance, Acquisition, Human Resource Management, Installations & Environment, Logistics, Strategic Planning & Budgeting – Enterprise Information Environment MA
  - Deploying only Business Enterprise Architecture-compliant systems



# BMMP Approach – ‘The 7 Responsibilities’

- The DoD strategy for business transformation is to delegate implementation authority, responsibility, and accountability to the OSD Business Domains for their respective business areas.
- **Each OSD Business Domain has the following responsibilities:**
  1. **Leading the business transformation within the Domain**
  2. **Establishing and maintaining a Domain governance process that ensures representation of the Components and appropriate Federal agencies**
  3. **Managing its respective portfolio to ensure implementation of and compliance with the Business Enterprise Architecture (BEA) and transition plan**
  4. **Performing system reviews and approving initiative funding as part of portfolio management**
  5. **Assisting in the extension of the BEA**
  6. **Guiding implementation activities**
  7. **Representing the Domain’s perspective in resolution of cross-Domain issues**





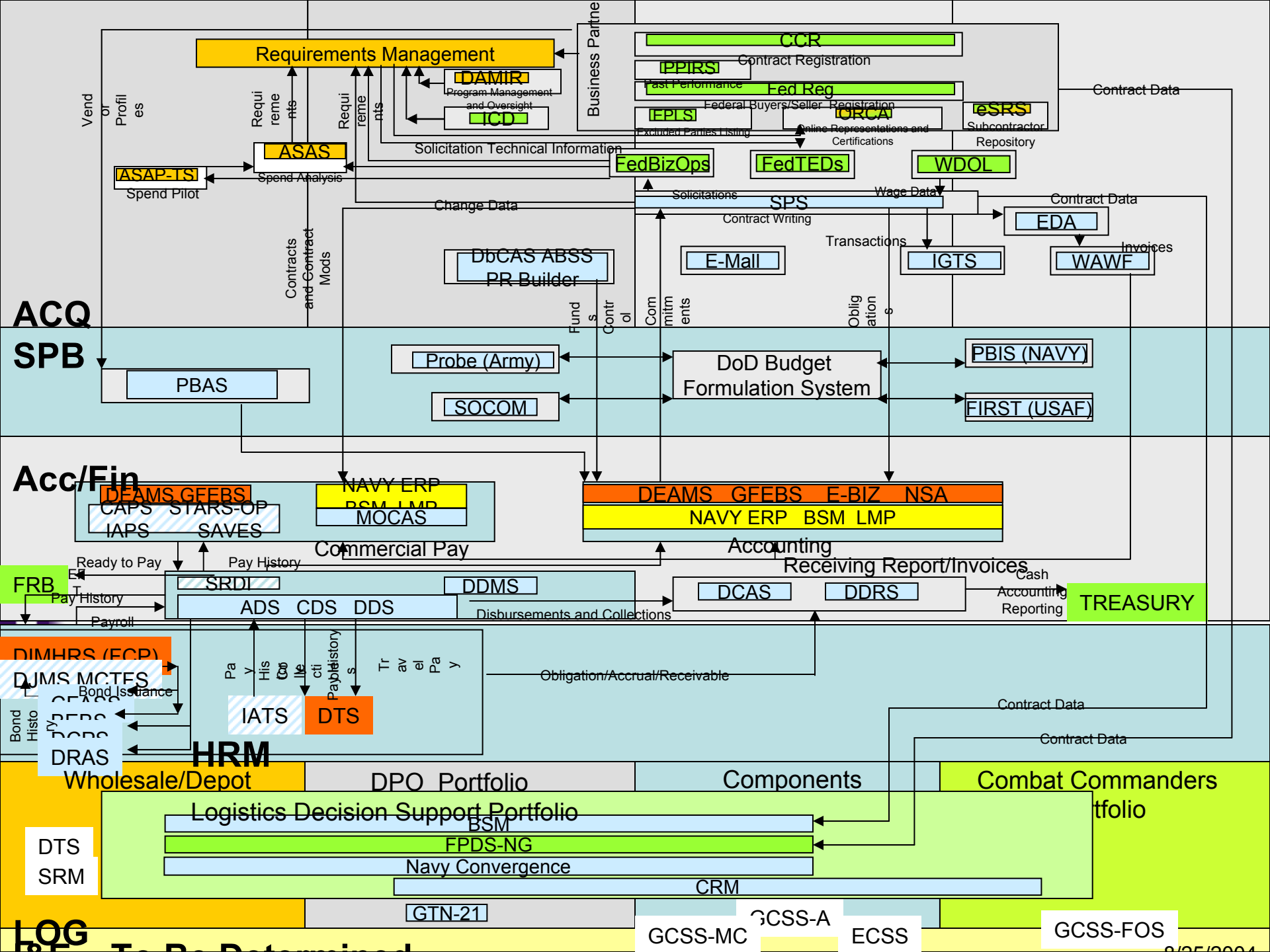
# **BMMP Approach - Primacy of Process Mapping**

- ▶ **Focus on Capabilities first:**
  - Define the required capability
  - Develop an end-to-end functional process to deliver
  - Then find / fit the solution
  
- ▶ **If you focus on the Technology first, you risk**
  - Defining the capability in terms of what you can provide
  - Finding faster ways of doing what you have always done
  - Upgrading the current solution instead of redefining the capability needed



# **BMMP Approach - Security of Enterprise Solutions**

- ▶ **Enterprise Transformation, and Enterprise Solutions:**
  - **Require end-to-end Enterprise Security**
  - **Guaranteed access, when and where needed**
  - **While denying the enemy**
  
- ▶ **Must be considered, developed, and delivered across the Enterprise – not system by system**
  
- ▶ **Electronic Government Act, Dec 02; Title III – Federal Information Security Management Act (FISMA)**
  - **Framework for annual IT security reviews, reporting, and remediation planning**
  - **Quarterly reports required: Number of IT systems accredited (Mission Critical and Mission Essential)**
  - **Annual report due 1 Sep, locking the FY04 DoD FISMA report**
  - **All Services accreditation percentages reported**
  - **Results will drive reprogramming; systems not accredited at risk**





## **Major elements of BMMP:**

### **Business Enterprise Architecture**

#### **Learning Objective**

- ▶ **Understand the BEA and it's four elements**
- ▶ **Understand the three BMMP increments**



# What is the Business Enterprise Architecture (BEA)?

- ▶ The BEA provides a mechanism to better manage the DoD's business operations and to structure the complex systems and organizational interrelationships.
- ▶ The BEA will serve as a *blueprint* to:
  - **Guide and constrain investments** in DoD organization, operations, and systems as they relate to or impact business operations;
  - Provide the basis for the planning, development, and implementation of **financial and business management systems** that comply with Federal mandates and requirements; and
  - Produce accurate, reliable, timely, and compliant **information** for DoD staff.



# Views of the BEA

## ► The BEA is divided into the following four elements:

- **All View (AV):**

- Provides for overarching aspects of the architecture that relate to all additional views. These aspects provide the scope and context for the architecture.

- **Operational View (OV):**

- Provides the DoD with a depiction of the organization-wide business environment and the supporting operational activities both from an “As Is” and a “To Be” viewpoint.

- **System View (SV):**

- Describes the set of system capabilities that will provide DoD decision makers with accurate, reliable, and timely access to business operations information required to operate in key DoD enterprise business areas.

- **Technical View (TV):**

- Contains the set of technology constraints that will drive the manner of system implementation.



# **BMMP/DoD-Wide Increments: Enterprise Focus 1 / 2 / 3**

## **Enterprise Focus:**

- ▶ Re-engineer the processes and identify the information requirements necessary to implement a modern, integrated, net-centric Business environment that supports the Warfighters' needs
  
- ▶ **Increments (Phases)**
  - Increment 1: BEA 2.3 (Oct 04), BEA 2.4 (Jan 05)
  - Increment 2: BEA 3.0 (Apr 05), BEA 3.1 (Jul 05), BEA 3.2 (Oct 05)
  - Increment 3: BEA 4.x (1Q06)



# BMMP Capability Map

(Larger version available in your handout)

	Business Management	Systems Management	Staff Management	Health Services Management	Acquisition	Procurement	Contract Management	Accounting Services	Financial Services	Records Management	Asset Management	Logistics Operations	Force Management	Theater Operations
Direct	<div>Bus. Unit Plan &amp; Policies</div> <div>Ext. Relation Plan &amp; Policies</div> <div>Military Law</div> <div>Strategic Requirements</div> <div>Bus. Unit Assessment</div>	<div>Systems Planning &amp; Policies</div> <div>Systems Standards</div>	<div>Staff Planning &amp; Assessment</div> <div>HRM Policies</div> <div>Training Policies &amp; Assessment</div>	<div>Health Svcs Policies</div>	<div>Acquisition Strategy Creation</div>	<div>Procurement Planning &amp; Policies</div>	<div>Contractor, Supplier &amp; Alliance Plans &amp; Policy</div> <div>Contractor, Supplier &amp; Alliance Assessment</div>	<div>Accounting Policies</div>	<div>Financial Planning &amp; Policies</div> <div>Investment Planning &amp; Policies</div>	<div>Records Management Policy</div>	<div>Equipment Planning</div> <div>Installation &amp; Facility Planning</div> <div>Environmental Planning</div> <div>Conservation</div>	<div>Capacity Planning and Scheduling</div> <div>Integrated Planning</div> <div>Commodity Management</div>	<div>Force Planning</div> <div>Deployment Plans &amp; Policies</div> <div>Force Readiness Planning</div>	<div>Transportation &amp; Distribution Planning</div> <div>Theater Support Planning</div>
Control	<div>Ext. Relationship Oversight</div> <div>Compliance &amp; Audit</div> <div>Military Courts</div> <div>Analysis</div> <div>Program and Budget</div>	<div>Business Architectures</div> <div>Systems Architectures</div> <div>Project Oversight</div>	<div>Civilian Position Mgmt</div> <div>Military Manpower Mgmt</div> <div>Training Oversight</div> <div>Examination &amp; Certification</div> <div>Personnel Performance Management</div> <div>EEO</div>	<div>Health Svcs Performance Management</div>	<div>Design Management</div> <div>Design Verification</div> <div>Program Management and Oversight</div>	<div>Procurement Oversight</div> <div>Procurement Tracking &amp; Schedule</div> <div>Materiel Accountability &amp; Evaluation</div> <div>Requirements Analysis and Management</div>	<div>Credit Assurance</div> <div>Contract Oversight</div> <div>Outsourcing Oversight</div> <div>Supplier Relationship Management</div>	<div>Accounting Reconciliation</div> <div>Accounting Audit &amp; Oversight</div>	<div>Financial Control &amp; Reconciliation</div> <div>Financial Forecasting &amp; Analysis</div>	<div>Records Management Oversight</div>	<div>Installation Accountability &amp; Evaluation</div> <div>Environmental Compliance &amp; Monitoring</div> <div>Pollution Prevention</div>	<div>Process Scheduling</div> <div>Material Requirements</div> <div>Quality Management</div> <div>Customer Relationship Management</div>	<div>Theater Deployment Scheduling</div> <div>Force Deployment Oversight</div>	<div>Transportation &amp; Distribution Scheduling</div> <div>Theater Support Oversight</div>
Execute	<div>Policy Record Mgmt</div> <div>Business Unit Administration</div> <div>Funds Distribution</div> <div>External Relationship Administration</div> <div>Correctional Facility Mgmt</div> <div>Law Enforcement</div> <div>Personnel Security</div>	<div>System Implementation &amp; Maintenance</div> <div>Systems Operation</div> <div>Systems User Support</div> <div>Knowledge Management</div> <div>Tools &amp; Sys Environments</div>	<div>Civ Pers</div> <div>Civ Pay</div> <div>Education</div> <div>Training</div> <div>Mil Recruiting</div> <div>Civ Recruiting</div> <div>Travel Auth, Admin, and Reimbursement</div> <div>Time and Attendance</div>	<div>Access to Healthcare</div> <div>Provision of Health Svc.</div> <div>Population Health Mgt.</div> <div>Safety</div> <div>Occupational Health</div>	<div>Research &amp; Development</div> <div>Test &amp; Evaluation</div>	<div>Procurement</div> <div>Card Management</div> <div>In-transit Tracking</div>	<div>Contract Admin</div>	<div>Cost Accounting</div> <div>Accounting Services</div> <div>Financial Statements</div> <div>Budget Execution</div>	<div>Collections &amp; Recovery</div> <div>Accounts Receivable</div> <div>Billing</div> <div>Accounts Payable</div> <div>Cash Management</div> <div>Investment Management</div> <div>Funds Disbursement</div>	<div>Planning &amp; Programming Record Mgmt</div> <div>General Ledger</div> <div>Real Property Inventory</div> <div>Military Equip Inventory</div> <div>Stock &amp; Pers Property Inventory</div> <div>Program Record Management</div> <div>Logistics Information Management</div>	<div>Installation Administration &amp; Maintenance</div> <div>Environmental Administration &amp; Maintenance</div> <div>Space Management</div> <div>New Construction</div> <div>Equipment Maintenance</div> <div>Environmental Clean-up &amp; Restoration</div> <div>Base Operations Support</div>	<div>Inventory Control</div> <div>Warehouse &amp; Distribution Management</div> <div>Fulfillment Management</div> <div>Export Management</div> <div>Return Management</div>	<div>Taskforce Assembly</div> <div>Force Status &amp; Location Services</div>	<div>Theater Services</div>

Core -- Unqualified Audit Opinion/Asset Accountability

Feeder -- Unqualified Audit Opinion/Asset Accountability

Total Force Visibility





# BMMP/DoD-Wide Increments: Enterprise Focus 1 / 2 / 3

## Increment 1: BEA 2.3 (Oct 04), BEA 2.4 (Jan 05)

- Achieve unqualified audit opinion for consolidated DoD financial statements, including related processes to achieve Asset Accountability and address other Material Weaknesses
- Achieve total personnel visibility to include: military service members, civilian employees, military retirees, and other US personnel in a theater of operations (including contractors and other federal employees)



# BMMP/DoD-Wide Increments: Enterprise Focus 1 / 2 / 3

## Increment 2: BEA 3.0 (Apr 05), BEA 3.1 (Jul 05), BEA 3.2 (Oct 05)

- Align acquisition practices with Government & Industry best practice benchmarks
- Achieve total asset visibility and accurate valuation of assets (includes Operating, Materials and Supplies; Inventory and Property; Plant and Equipment)
- Enhance force management through position accountability and visibility (military and civilian)
- Improve military health care delivery through a more efficient healthcare claims system, more accurate patient diagnostic coding, and joint medical material asset visibility
- Improve environmental safety and occupational health



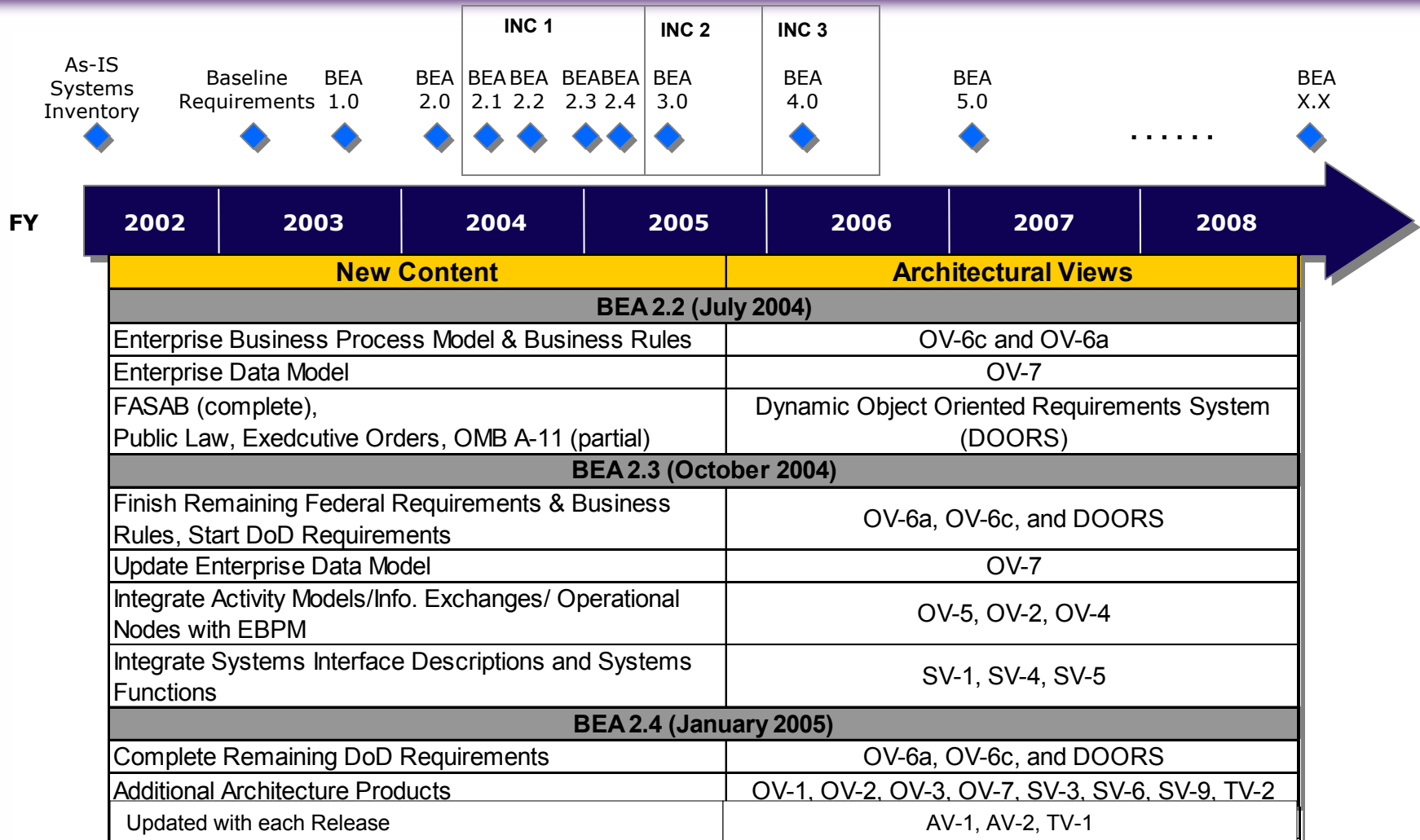
# BMMP/DoD-Wide Increments: Enterprise Focus 1 / 2 / 3

## Increment 3: BEA 4.x (1Q06)

- Implement Planning, Programming, Budgeting and Execution (PPBE) process improvements in accordance with Joint Defense Capabilities Study recommendations for a capabilities-based PPBE process
- Achieve integrated total force management
- Improve installation management



# Path to Business Transformation Architecture/Acquisition Activity and Schedule





# Architecture Compliance and Uses

(Larger version available in your Handout)

	AV		OV							SV					TV		TP										Methodology	
																	Business Capabilities Profile	Schedule and Milestone Plan	Resource Plan	System Compliance Plan	Test Plan	Change Mgmt Plan	Management Plan	Performance Measurement Plan	Acquisition Strategy	*As Is* Systems Inventory		
KEY -																												
Blank box: Workproduct not necessary for given "Use"																												
X: Necessary Workproduct for given "Use"																												
BLUE: "USE" FOCUS of BEA 2.2 (Impact FY06 Funding)																												
Portfolio Management																												
Portfolio Analysis	X	X			X	X		X	X	X	X		X				X	X									X	X
Portfolio Selection: Solution Selection	X	X			X	X		X	X	X	X		X	X	X	X	X	X									X	X
Portfolio Control: Program Assessment	X	X					X	X	X	X	X		X	X	X	X	X	X		X				X	X	X		X
Portfolio Control: System Compliance Assessment	X	X					X	X	X	X	X		X	X	X	X	X	X		X				X	X	X		X
Portfolio Control & Evaluation: Systems Remediation	X	X					X	X	X	X	X		X	X	X	X	X	X		X				X	X			X
Planning, Programming, Budgeting & Execution Process (PPBE)																												
Program Change Proposals (PCPs)/Program Decision Memorandums (PDMs)	X	X					X	X	X	X			X				X	X	X	X				X	X	X	X	X
Budget Change Proposals (BCPs)/Program Budget Decisions (PBDs)	X	X					X	X	X	X			X				X	X	X	X				X	X	X	X	X
Strategic Planning Guidance (SPG) & Joint Planning Guidance (JPG)	X	X					X										X		X	X					X	X		X
Joint Capabilities Integration & Development System (JCIDS) (CJCS 3170.01)																												
Initial Capabilities Document (ICD)	X	X	X			X	X	X	X	X			X				X										X	X
Capability Development Document (CDD)	X	X	X			X	X	X	X	X	X		X	X	X	X	X										X	X
Defense Acquisition System (DoD 5000 Series)																												
Program Definition	X	X	X			X	X	X	X	X			X				X	X					X			X	X	X
Program Approval	X	X	X			X	X	X	X	X			X	X	X	X	X	X							X	X	X	X
Interoperability	X	X		X		X	X	X	X	X	X		X	X	X						X						X	X
Program Architecture Alignment	X	X		X		X	X	X	X	X	X		X	X	X						X							X
Source Selection	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X									X			X
Systems Design and Development	X	X	X			X	X	X	X	X	X		X														X	X
Test and Evaluation	X	X				X	X	X	X	X	X		X	X	X							X						X
Technology Insertion/Evolution	X	X											X	X	X	X												X
Policy Changes																												
Business Rule-Driven Changes	X	X					X	X	X								X											X
Technology Standard Driven Changes	X	X						X			X						X	X										X
Role Changes																												
Organizational Role Changes	X	X	X		X		X	X	X	X														X				X
Personnel Role Changes	X	X	X		X		X	X	X															X				X
Version 1.7 - May 5, 2004																												



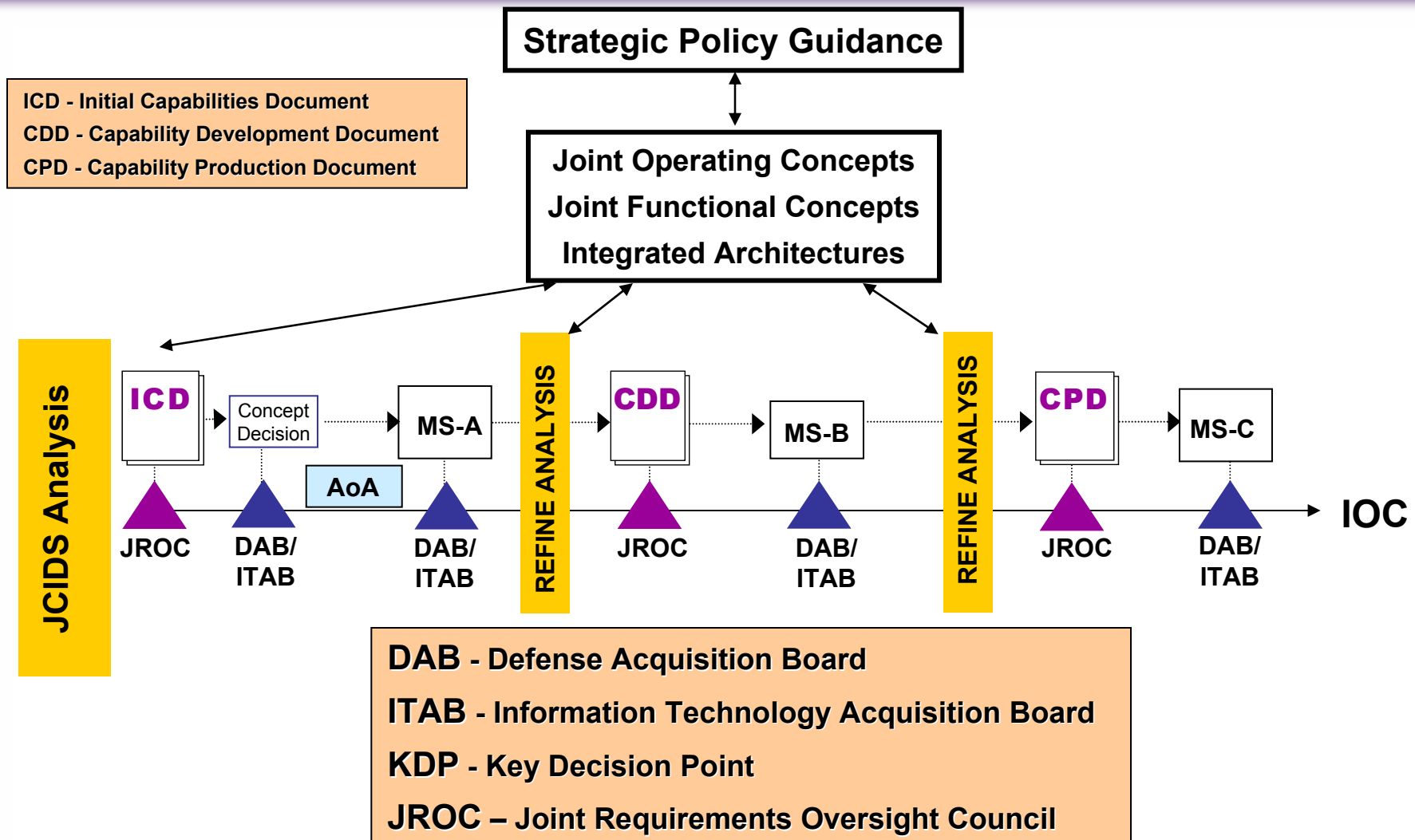
# Relationship to Acquisition Lifecycle

## Learning Objective

- Recognize the relationship between BMMP and the Acquisition Lifecycle

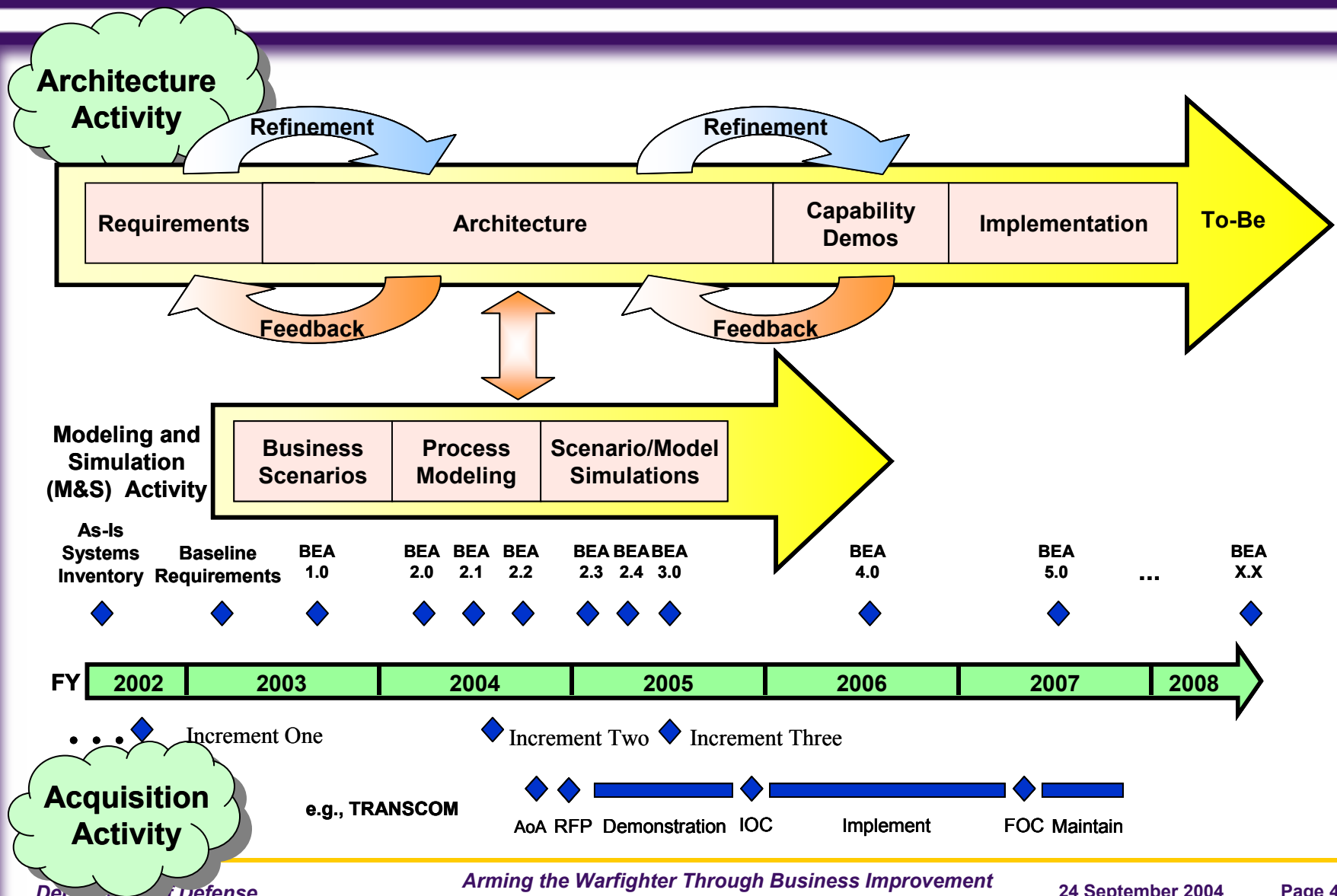


# Joint Capabilities Integration & Development System (JCIDS) – Ties to DoD 5000 Series





# Path to Business Transformation

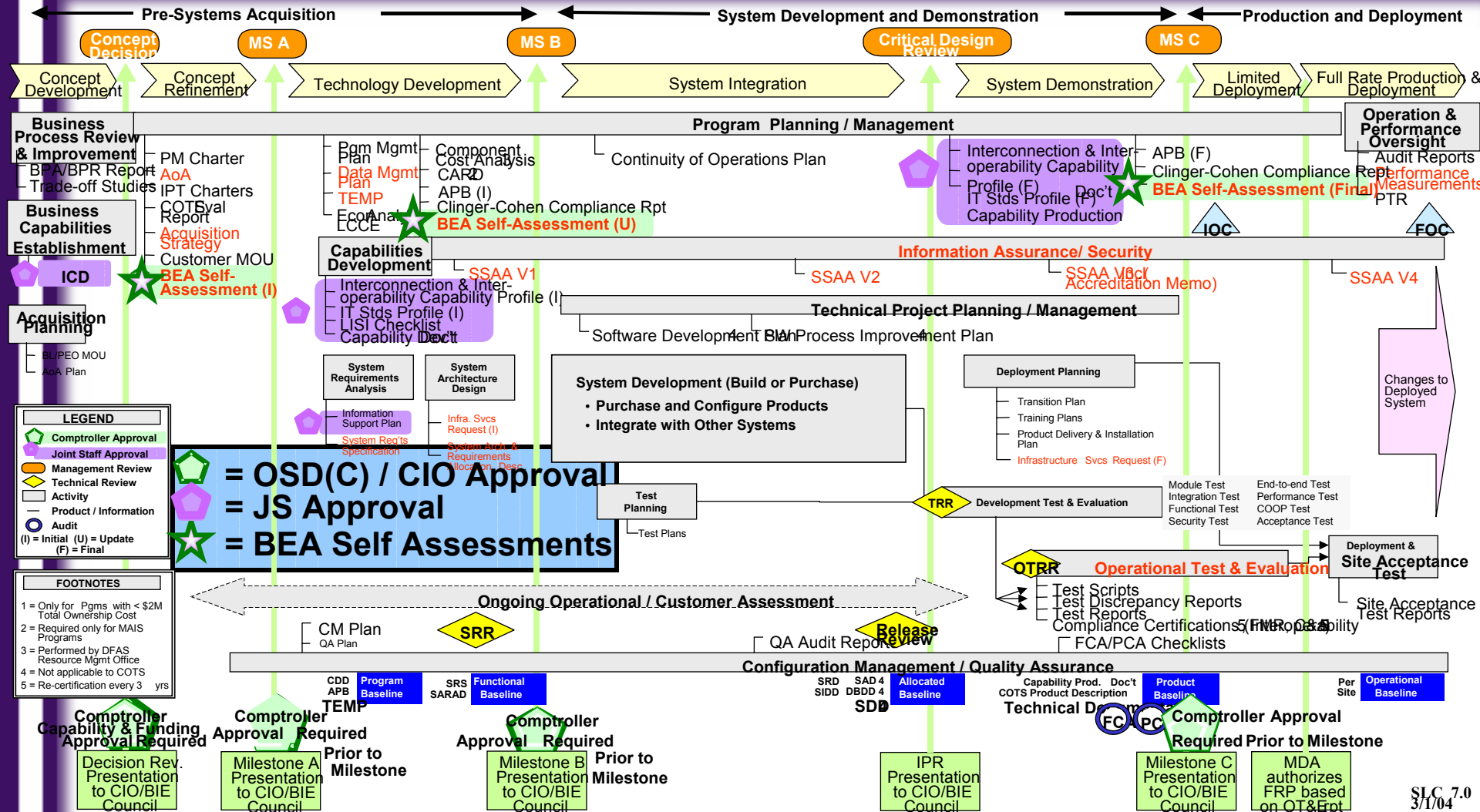






# DoD Acquisition Activity Lifecycle

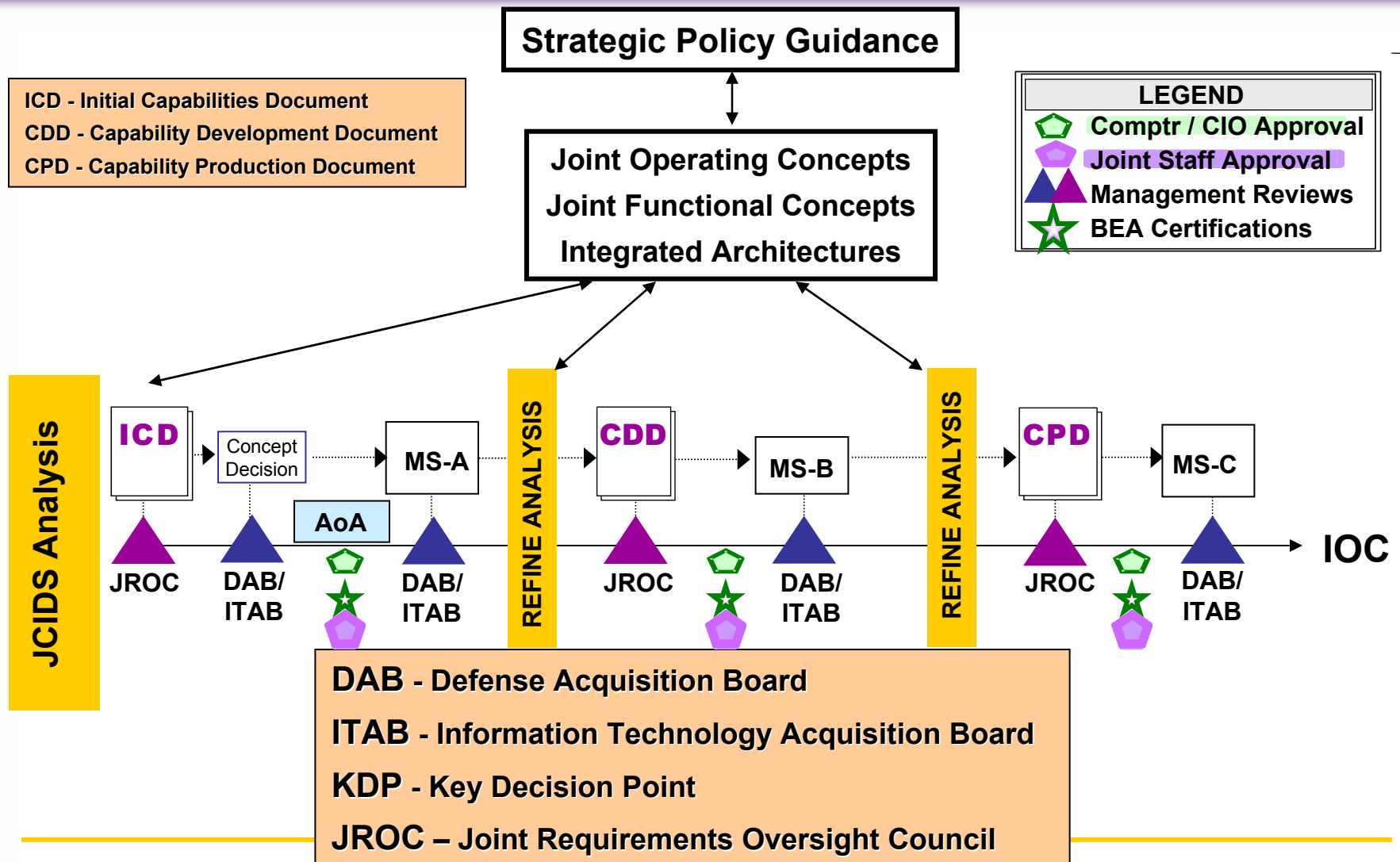
(Larger version available in your Handouts)



SLC 7.0  
3/1/04



# JCIDS Process with new Approval / Certifications required





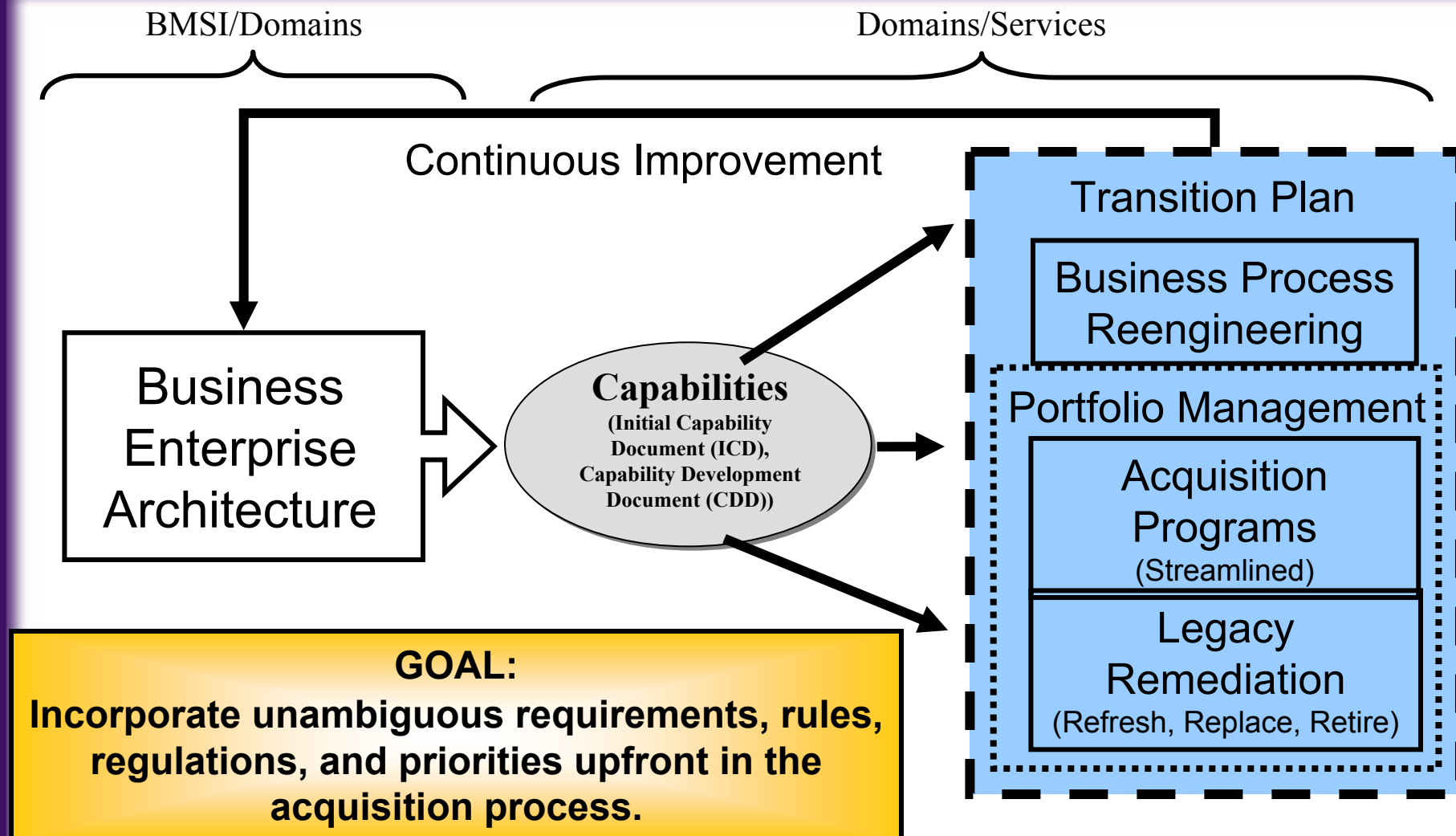
# Transition Planning and Portfolio Management

## Learning Objectives

- ▶ Understand the Transition Process – How it all fits together
- ▶ Understand the concept of Portfolio Management



# Transition Process





# Transition Planning and Portfolio Management

## ► Transition Plan (new version to be published within 30 days of new BEA release):

- Schedule and Milestone Plan
- Capability Maturity Profile
- Packaged and Segmented Capabilities and Requirements
- Compliance Plan
- Change Management and Communications Products

## ► Portfolio Management

- Capabilities-based
- Memo on *Information Technology Portfolio Management* signed by DEPSECDEF (March 22, 2004)
  - "Decisions on what IT investments to make, modify, or terminate shall be based on Global Information Grid Architecture, mission area goals, other architectures, risk tolerance levels, potential returns, outcome goals and performance".
  - Policy applies to all six JWCAs, all six Business Domains and the EIE Mission Area.
- Management Initiatives Decision (MID) 918 (DRAFT)
- Systems Assessments
  - Within IT portfolios and between IT and non-IT investments.



# DoD Portfolio Management Approach

## ► **Portfolio Management 4 Core Activities:**

- **Analysis**

- Linking Mission Area goals to DoD Enterprise vision, goals, objective, priorities, capabilities, as well as how these will be achieved and measured; identifies gaps and opportunities; identifies risks and how these will be mitigated; provides for continuous process improvement; and determines strategic direction for mission area activities and processes.

- **Selection**

- Identifying the best mix of IT investments to achieve outcome goals and plans as well as transition to "to-be" architectures.

- **Control**

- Ensuring a portfolio and individual projects in the portfolio are acquired in accordance with cost, schedule, performance and risk baselines and documented technical criteria, and remain consistent with the current approved version of the GIG Integrated Architecture.

- **Evaluation**

- Routinely and systematically assess and measure actual contributions of the portfolio as well as support adjustments to the mix of portfolio projects, as necessary.

- Source: *DEPSECDEF Memo: Information Technology Portfolio Management, 22 Mar 04*



# BMMP Compliance

## Learning Objectives

- ▶ Understand the BMMP Compliance Certification requirement
- ▶ Understand the process



# What is System Compliance?

- ▶ System compliance is the process and criteria used to demonstrate a business system conformance with the BMMP goals and objectives.
  - Demonstrate alignment to the BEA system functions and business rules
  - Mitigate risks to achieving an unqualified audit opinion for FY 2007
  - Reduce unnecessary system capability duplication
  
- ▶ System compliance involves an assessment of the system by the DoD Program Manager, followed by a multi-level review process that includes the Business Domains and BMSI, before approval by the DoD Comptroller.
  
- ▶ The degree of conformance to the system compliance criteria is one area considered by the Business Domain(s) in their portfolio management review of the system.
  
- ▶ **Where can I learn more? BMMP Compliance Documentation on the BMMP Portal -**
  - <https://portalbmmp.dfas.mil/> Domains Tab (Requires Registration / User ID and Password)





# Why do System Compliance Certification?

**Systems  
Compliance:  
*It's the Law***

- ▶ **Section 8084 of the DoD Appropriations Act of 2004 (Public Law 108-87) states:**

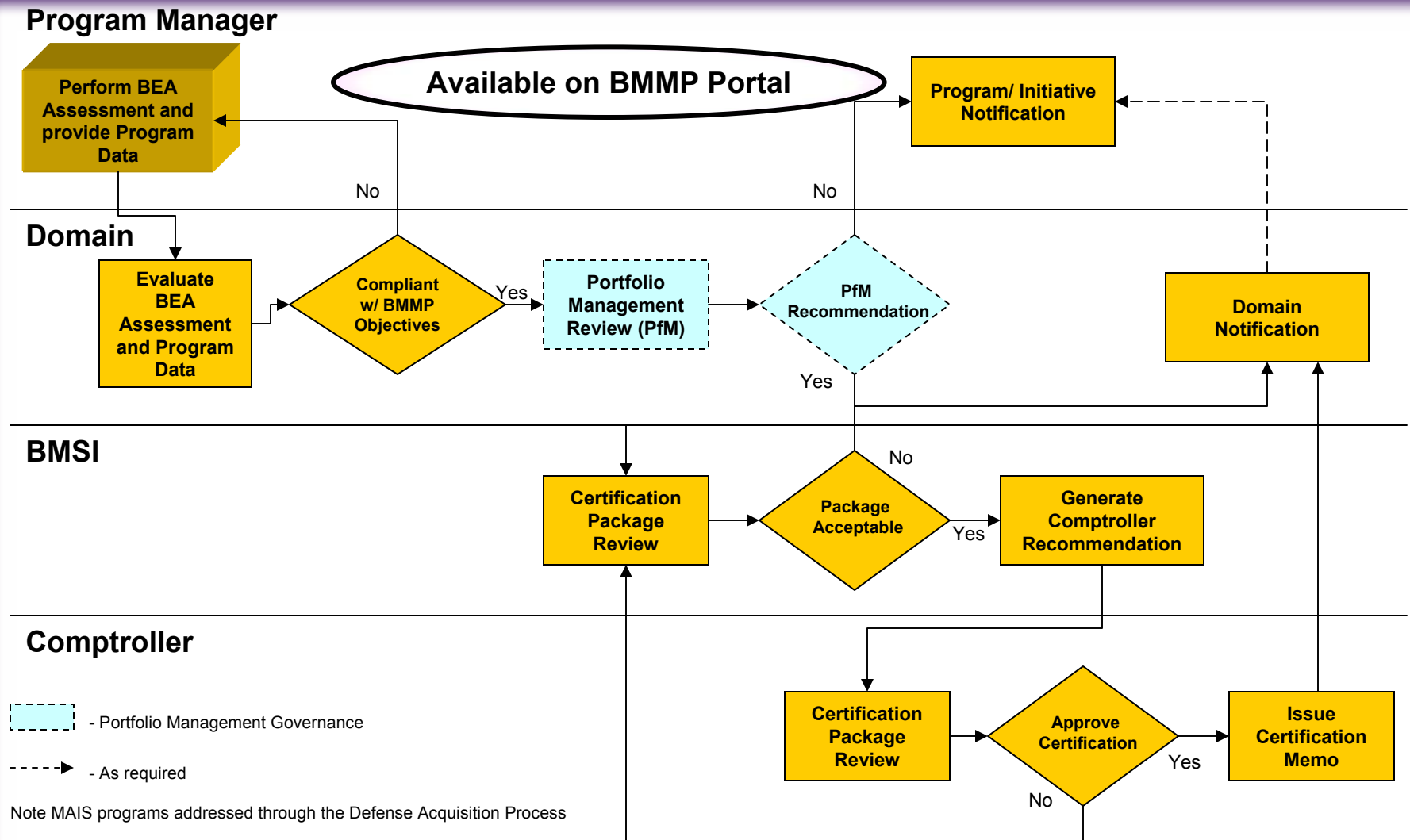
**(b) CERTIFICATIONS AS TO COMPLIANCE WITH FINANCIAL MANAGEMENT MODERNIZATION PLAN.**

(1) During the current fiscal year, a financial management automated information system, a mixed information system supporting financial and non-financial systems, or a system improvement of more than \$1,000,000 may not receive Milestone A approval, Milestone B approval, or full rate production, or their equivalent, within the Department of Defense until the Under Secretary of Defense (Comptroller) certifies, with respect to that milestone, that the system is being developed and managed in accordance with the Department's Financial Management Modernization Plan. The Under Secretary of Defense (Comptroller) may require additional certifications, as appropriate, with respect to any such system.

- ▶ A draft Management Initiative Decision will expand the Public Law requirement for the Comptroller's approval to all business systems improvements of more than \$1,000,000.



# System Compliance Certification Process Flow

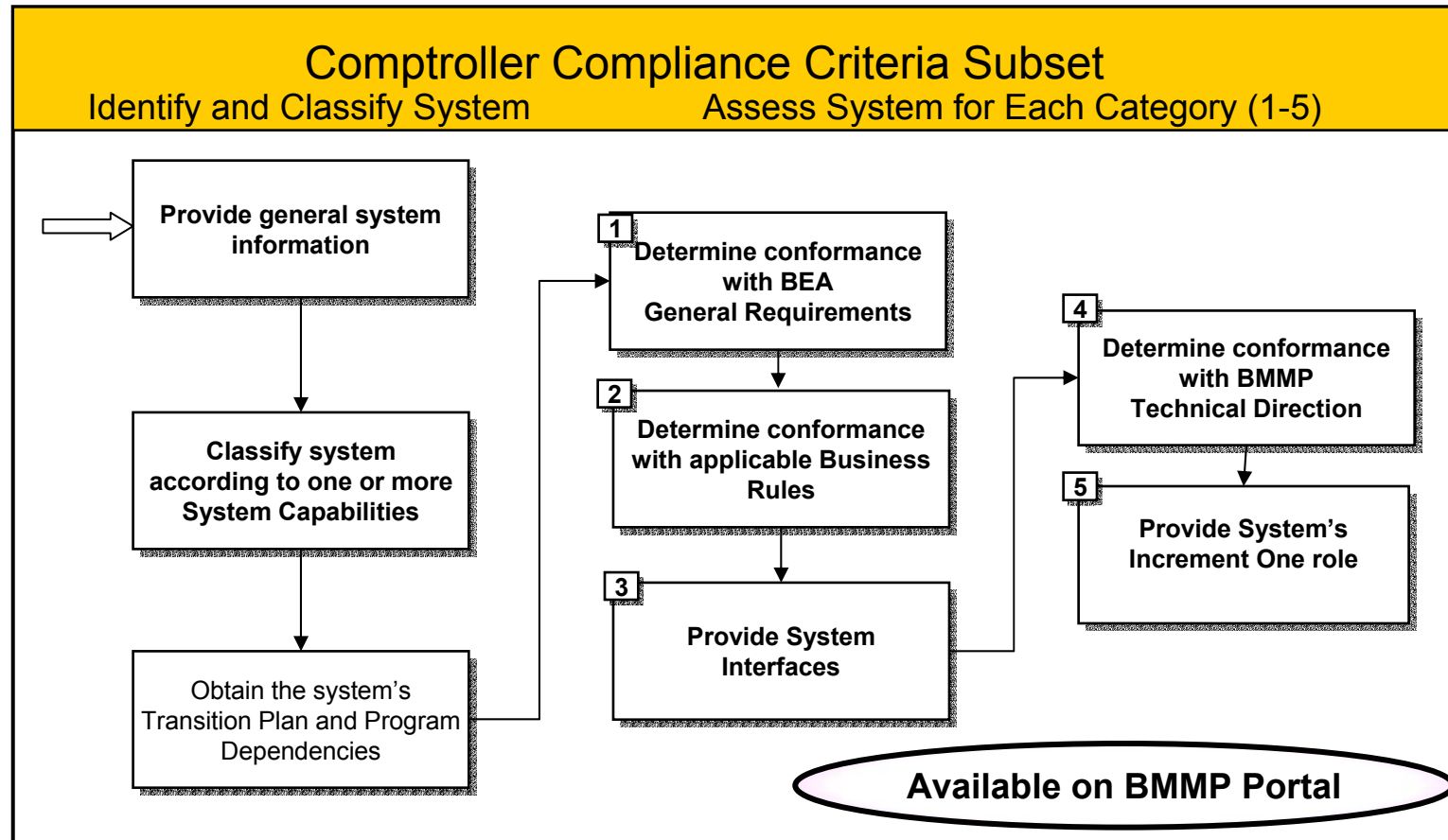




# Comptroller Compliance Criteria

## Domain Compliance Criteria

Domain Compliance Criteria



Domain Compliance Criteria

## Domain Compliance Criteria



## How Do I Get Started?

- ▶ **Visit the BMMP website to learn more about System Compliance.**
- ▶ **OSD Domain Owners maintain the most recent systems compliance packet requirements.**
- ▶ **Request your System Compliance package through your Domain Owner.**



# Performance Measures

## Learning Objectives

- ▶ Recognize the BMMP Performance Metrics
- ▶ Understand the mapping (BMMP – Army Mission Area / Domain)



# Performance Measures

## ► DoD Enterprise Business Transformation Metrics

- Goal 1: Provide timely, accurate, reliable information for Business Management
  - Objective 1.1 - Achieve unqualified audit opinion on the 2007 consolidated DoD financial statements
  - Objective 1.2 - By 2007, achieve total visibility and accurate valuation of assets to include Operating, Materials, and Supplies (OM&S); Inventory; and Property, Plant and Equipment (PP&E)
  - Objective 1.3 - By 2007, achieve total personnel visibility to include: military service members, civilian employees, military retirees, and other U.S. personnel in a theater of operations (including contractors and other federal employees)
  - Objective 1.4 – Provide DoD decision makers timely access to business information



# Performance Measures – cont'd

- ▶ **DoD Enterprise Business Transformation Metrics – cont'd**
  - Goal 2: Enable improved Business Operations
    - ▶ Objective 2.1 – Adopt the Business Enterprise Architecture (BEA) for acquiring, managing, and providing resources in support of the Warfighter
    - ▶ Objective 2.2 – Systematically enable efficiency and productivity improvements to DoD *business* operations



# BMMP Homepage

<http://www.dod.mil/comptroller/bmmp/pages/index.html>

United States Department of Defense

**Business Management Modernization Program**

*Arming the Warfighter through Business Improvement*

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News and Information

July 14th 2004

**Quick Links**

- [Contact the BMMP Program Office](#)
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- [BMMP Careers](#)
- [BMMP Governance](#)
- [Doing Business with BMMP](#)
- [Transition Plan](#)

**Latest News**

**[DoD Response to Public Law 107-314](#)**

Official DoD Response to Public Law 107-314 submitted to Congress on March 15, 2004 [Click here...](#)

Timely, accurate and reliable information for business management...

*"And we must transform not only our armed forces, but also the Department that serves them by encouraging a culture of creativity and intelligent risk taking."*

*Secretary of Defense*  
*Donald Rumsfeld*

Welcome to the Business Management Modernization Program (BMMP). BMMP represents an unprecedented effort to integrate financial management and business operations into a joint Defense Department business enterprise. We strive to support our warfighters with world-class business operations. Through business transformation we will:

- Expend fewer resources on business processes and systems
- Ensure that men and woman in uniform have the business information they need when they need it
- Inform Congress and the public, with confidence, of where we spend resources within the Department of Defense

*Last Updated: 05/14/2004*






# BMMP Portal:

<https://portalbmmp.dfas.mil/>

Wednesday, July 14, 2004



## Business Management Modernization Program

*Arming the Warfighter through Business Improvement*

To sign up for an account, click register... [REGISTER](#)


[Home](#)

**Username:**

**Password:**

[LOGIN](#)

BMMP Help Desk  
(703) 607-5709



**Portal How Tos**

**DR FAQ's**

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- [BMMP Network Drive Password Reset](#)
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- [List of Workspaces as of October 29, 2003](#)
- [BMMP Portal User Manual](#)
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**BMMP Announcements**

**BMMP Logo**

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**Author:**CMC Team

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Through Business Improvement*

# Agenda



## **Impact of BMMP on Army Enterprise Transformation**

- **Major Architectures and their relationship to Enterprise Transformation**
  - Discussion of the Architectures movement and its role in Enterprise Transformation
- **Army Portfolio Management**
  - Discussion of Army Portfolio Management Approach
- *Break (1515 – 1530)*
- **Army Enterprise Transformation Approach**
  - Governance, Approach, Timeline
  - Roles & Responsibilities
  - Performance Measures
- **Wrap Up / Q&A**



# *Impact of BMMP on Army Transformation*



## Learning Objectives

- Understand the role of Architecture in Enterprise Transformation
- Understand the role of Army Portfolio Management
- Understand the role of Army Enterprise Integration Oversight Office
- Understand the impact of BMMP and Army Enterprise Transformation on you and your organization

— ***Army Enterprise Integration Oversight Office*** —→

# Major Architectures and their Relationship to Army Enterprise Transformation



## Learning Objectives

- Understand the 'Architectures' movement
- Identify the major Federal Architectures
- Understand the Army Architectures
- Understand the relationship between the Architectures

— ***Army Enterprise Integration Oversight Office*** —→

# The Architectures 'Movement'

- Architecture is: *the structure of components, their relationships, and the principles and guidelines governing their design and evolution over time* (DoD Integrated Architecture Panel, 1995)
  - Much more than technology
  - Architecture represents people, processes and technology AND how they interact to achieve the organization's mission



- Architectures describe how the various Army functions, capabilities, processes, and IT infrastructure ***components fit together***

An architecture is a 'blueprint' to guide decisions

# Enterprise Architecture – References

- **Clinger-Cohen Act of 1996** mandated Federal Agencies develop and maintain an integrated information technology architecture.
- **Federal Enterprise Architecture (FEA):** Established in 1999 by the Chief Information Officers (CIO).
  - The FEA is a business and performance-based framework to support cross-agency collaboration, transformation, and government-wide improvement. The FEA consists of five reference models (BRM, SRM, TRM, DRM, PRM).
- **DoD Architecture Framework (DoDAF):**
  - Public Law 107-314 (FY2003 Defense Authorization Act) mandated that DoD develop and maintain an Enterprise Architecture.
  - Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) Framework evolved into the DoDAF.
  - DoDAF, Version 1.0, provides guidance for describing architectures for both warfighting operations and business operations and processes.
- **Business Enterprise Architecture (BEA)**
  - The BEA provides a mechanism to better manage the DoD's business operations and to structure the complex systems and organizational interrelationships.



# BEA Goals

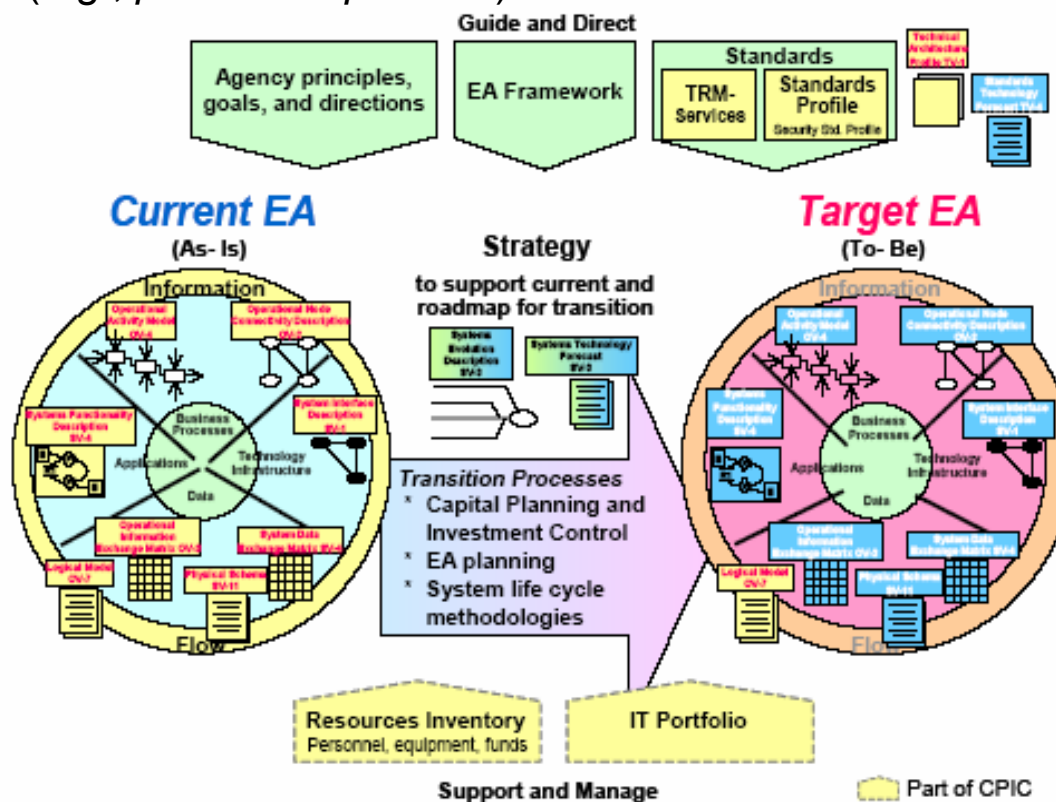
<b>GOALS</b>	<b>BEA provides one DoD Reference Business Process Model that ensures:</b>
<b>Enable Interoperability throughout DoD</b>	<ul style="list-style-type: none"> <li>▪ Single interpretation of requirements:                             <ul style="list-style-type: none"> <li>✓ Standard rules and policies</li> <li>✓ Standard rules and policies are embedded into operational processes</li> <li>✓ Business transaction and event standards are explicitly embedded into operations information exchanges</li> <li>✓ Consistent and unique Data Model and Dictionary</li> </ul> </li> </ul>
<b>Achieve Operational Process Excellence</b>	<ul style="list-style-type: none"> <li>▪ One DoD BEA Reference Business Process Model that provides the foundation to enable end-to-end operational excellence</li> <li>▪ Embed DoD's Net-Centric Enterprise Services in Business Enterprise Architecture</li> <li>▪ Provide link to Federal Enterprise Architecture through DoD EA Reference Models</li> </ul>
<b>Enhance Portfolio Management</b>	<ul style="list-style-type: none"> <li>▪ Transition Planning based on Business Enterprise Architecture to achieve capabilities based on target processes</li> <li>▪ Relevant "As Is" analysis</li> </ul>



# Relationship to Army Enterprise Transformation

## ■ How will Architectures contribute to Enterprise Transformation?

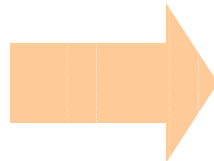
- Understand the current state “As-Is” at a high level (*Process*)
- Identify the desired future state “To-Be” (*Process*)
- Define the transition plan – the intermediate steps between the “As-Is” and “To-Be” (e.g., *process to process*)





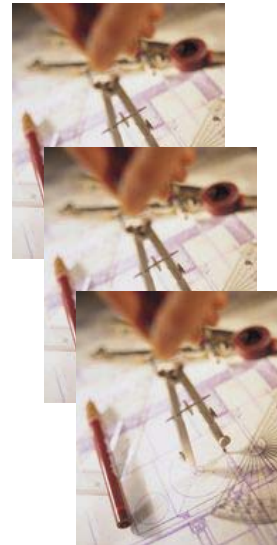
# Army Enterprise Architecture

- **Army Enterprise Architecture (AEA) is the Army's blueprint, which describes Army solutions and maintains alignment with the DoD-level GIG and the BEA.**



## **AEA is comprised of:**

- Army Business Enterprise Architecture (BEA)
- Battle Command Architecture (BCA)
- LandWarNet Architecture



Development  
coordinated by the  
CIO/G-6 Army  
Architecture  
Integration Cell  
(AAIC)

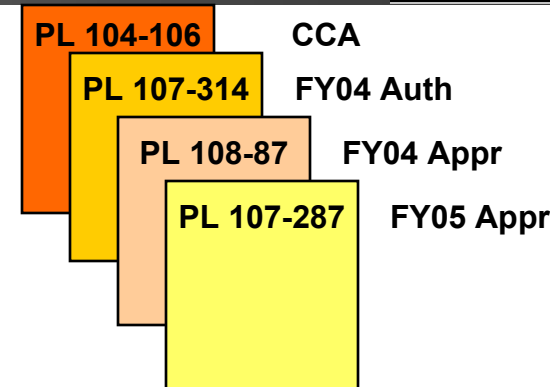
Blueprint for transformation planning, drives investment decisions that are linked to strategic objectives, and promotes efficient, effective DOTMLPF decision-making enterprise-wide

# Army Enterprise Architecture



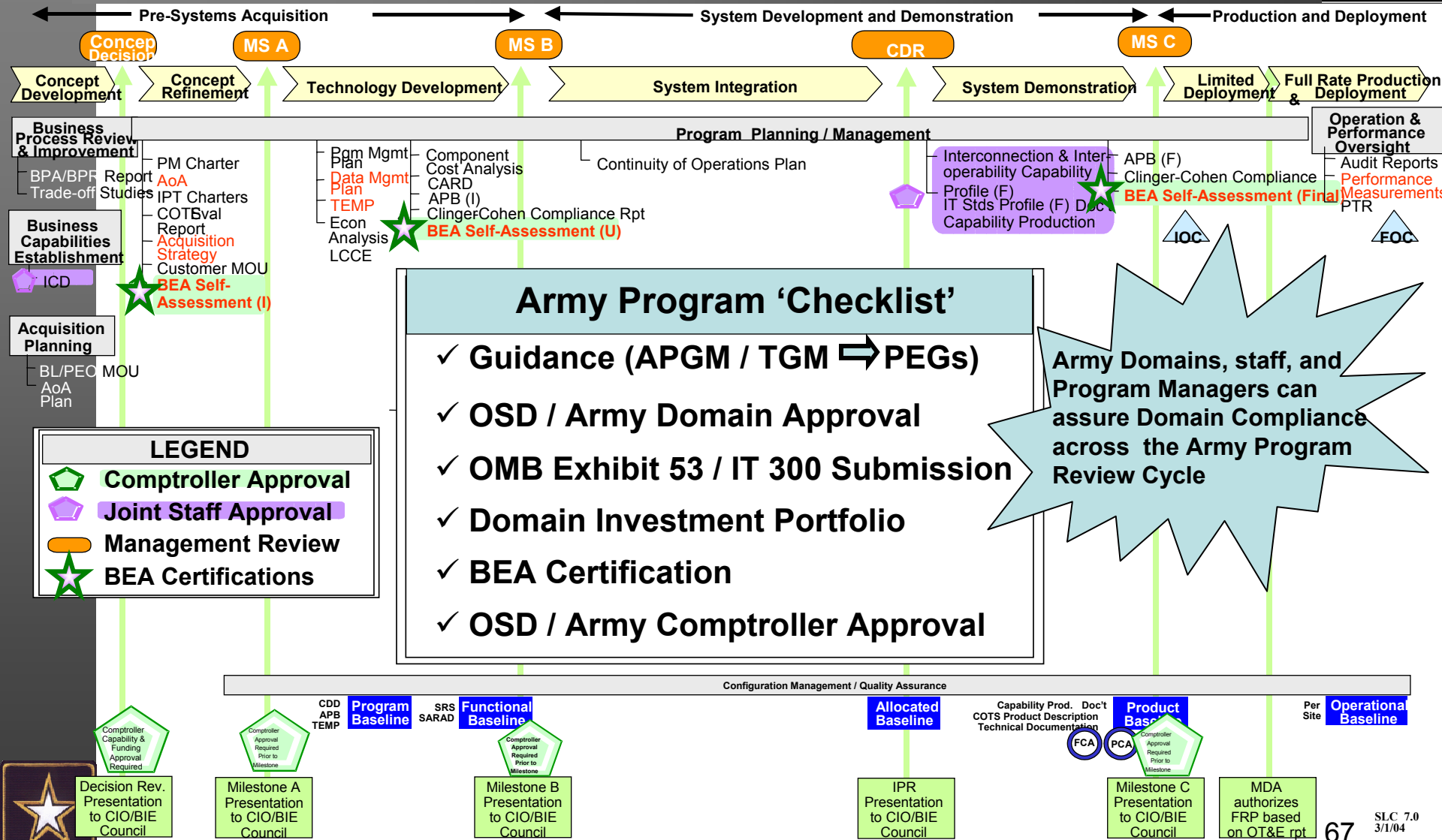
## ■ Why we need an Army Enterprise Architecture:

- ☐ Mandated in federal law and DoD directives
  - DoD, CJCS, and Joint integrated specified tasks
- ☐ Army requirements:
  - Transformation Roadmap, Strategic Planning Guidance, Army Campaign Plan, APGM, Technical Guidance Memorandum
- ☐ AEA will provide decision support for achieving ACP major objectives
- ☐ Strategic enabling role of EIE mission area drives requirement for more comprehensive AEA products to support increasing complexity of integrating architectures
- ☐ Army programs *must be certified by OSD Comptroller* as compliant with the BEA prior to each milestone decision, or full rate production



# How does this impact me?

## (Checklist for Army Program Review Cycle)



# Review



## ■ Architectures - Learning Objectives

- ☐ Understand the 'Architectures' movement
  - ☐ Identify the major Federal Architectures
  - ☐ Understand the Army Architectures
  - ☐ Understand the relationship between the Architectures
- 
- True or False – 'Architecture' is a purely technological term describing the interactions or interfaces between systems.
- 
- The earlier C4ISR Framework evolved into, was replaced by which of the following:
    - ☐ Federal Enterprise Architecture (FEA)
    - ☐ DoD Architecture Framework (DoDAF)
    - ☐ Business Enterprise Architecture (BEA)
    - ☐ Army Enterprise Architecture (AEA)
- 
- Who is responsible for the Army Enterprise Architecture?
- 
- At which point(s) in the Acquisition cycle will PMs be required to ensure their initiatives are BEA Compliant?



# Army Portfolio Management (PfM)

**Clifford Dickman**  
**CIO/G6 SAIS-ZRI**

## **Learning Objectives**

- ★ ***Understand the role of PfM in Army Enterprise Transformation***
- ★ ***Recognize Mission Area Domain Roles & Responsibilities***
- ★ ***Understand compliance provisions***



# What is Portfolio Management?

- ★ Portfolio Management is management of selected groupings of initiative investments using integrated strategies, plans and techniques.

## Portfolio Management

- ✓ Integrated Strategic Planning
- ✓ Integrated Architectures
- ✓ Measures of Performance
- ✓ Risk Management Techniques
- ✓ Transition Plans
- ✓ Portfolio Investment Strategies



- ★ Portfolio Management policy is intended to support executive decision making for both IT and Non-IT Investments

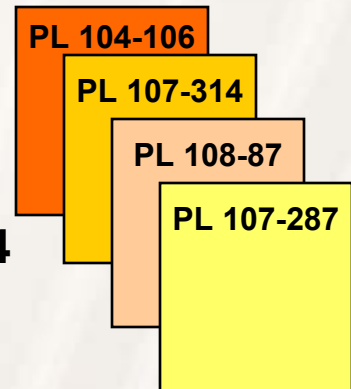
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# Why Portfolio Management?

## ★ By Law:

- Clinger-Cohen Act (PL 104-106) 1996
- Defense Authorizations Act FY03 (PL 107-314) Dec 02
- Defense Appropriations Act FY04 (PL 108-87) Sep 03
- Defense Appropriations Act FY05 (PL 108-287) Aug 04
  - Require OSD Comptroller Certification that any system investment over \$1M is compliant with the BEA and Transition Plan – or FUNDS MAY NOT BE OBLIGATED



## ★ By Policy:

- DepSecDef IT Portfolio Management Memorandum, 22 Mar 04
  - Requires IT investment decisions be made using a Portfolio Management Approach
  - Provides concept for managing portfolio of investments that focuses on improving business and warfighting outcomes and capabilities.
- OSD (Comptroller) Memorandum, 16 Jul 04
  - Requires OSD Business Domain Owners develop a business system compliance plan to:
    - Identify business systems requiring USD(C) certification
    - Develop a schedule to review business systems in need of certification
    - Obtain cross-Business Domain coordination

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# Who is developing DoD Portfolio Management process?



- ★ **DoD: DepSecDef tasked DoD CIO with PfM process**
  - Working group established

Problem statement	Guiding Principles	Recommended Solutions
<ul style="list-style-type: none"><li>✓ No common governance for PfM</li><li>✓ Lack of coordination</li><li>✓ No firm baseline inventory</li><li>✓ Uncoordinated data calls</li><li>✓ Lack of integrated efforts</li></ul>	<ul style="list-style-type: none"><li>✓ Leverage and integrate existing processes (JCIDS, AMS, PPBS)</li><li>✓ Link PfM to vision, mission, strategic plans</li><li>✓ Align OSD process to Service processes</li><li>✓ Establish IT and IM performance measures</li></ul>	<ul style="list-style-type: none"><li>✓ Overarching governance (including Mission Areas)</li><li>✓ Develop PfM vision and strategy for OSD</li><li>✓ Services manage and review Service Portfolio content</li><li>✓ Service CIO is single entry/exit point for PfM reviews</li></ul>

**Army CIO/G-6 is participating in this Working Group**

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# What is CPIC?

- ★ Capital Planning & Investment Control (CPIC) (OMB A-11)
  - Term identified in Clinger-Cohen Act of 1996
  - Decision making process ensuring Federal IT investments integrate:

## CPIC integrates:

- ✓ Strategy
- ✓ Planning
- ✓ Budgeting
- ✓ Procurement
- ✓ Management of IT Portfolios in support of mission and business needs.



- ★ Army CIO/G-6 Capital Planning and Investment Management (CPIM)

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# Army Portfolio Management

- ★ **CIO/G-6: Establishes policy, guidance, performance metrics and governance for Army Portfolio Management.**
- ★ **PfM process will establish Army Investment strategies and priorities, identify legacy, redundant or unnecessary systems for elimination and related transition planning.**
- ★ **Army Capital Planning Investment Management (CPIM) conducts a capabilities-based review of IT funding requirements:**
  - **Capabilities are those needed to support Army's future strategy (CSA Guidance, TAP (includes ACP) and Technical Guidance Memorandum (TGM))**
  - **Produces a recommended IT funding prioritization listing to support required capabilities, linking programs/systems that provide the required capability to Management Decision Evaluation Package (MDEP) and the resourcing Program Evaluation Group (PEG)**
  - **CIO/G-6 PEG representatives have a prioritized list of IT MDEPs for use in PEG discussions/deliberations**
- ★ **System Realignment and Categorization Guide (SRAC) assists business domains in conducting an inventory and categorization of current systems.**

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# Army PfM Compliance

## ★ CPIM provides an IT investment Strategy:

- Coordinates a coherent IT funding strategy for IT priorities within the PEG/PPBS process
- Provides CIO/G-6 with a process for IT Investment Strategy oversight as required by Clinger-Cohen. Each Domain Owner will be responsible for establishing a complementary process within their Domain.
- Allows each IT investment to be traced to:
  - A requirement or capability specified in the tactical or institutional architecture
  - A capability necessary to support the Army strategy and map IT capabilities to TAP Code
- Flexible to ensure IT funding strategy capitalizes on best business practices, emerging requirements and tactical/operational lessons learned

Army Domain Owners establish and maintain a Domain Portfolio and investment strategy (IT and Non-IT) in support of Army PfM process

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# Domain PfM Roles and Responsibilities

- ★ Key foundational capabilities/requirements validated and prioritized by Functional Area / SMEs
- ★ Incorporate end-to-end (cradle to grave) planning-to-execution process; define interdependencies and linkages
- ★ Analyze benefits, risks and ROI criteria
- ★ Ensure investments focus on the full life cycle of IT expenditures and support Future Force – Enterprise value added
- ★ Focus on improving the performance and management of the Domain's investment portfolio
- ★ Use process evaluation techniques
- ★ Instill Comprehensive Enterprise portfolio prioritization, selection and management
- ★ Document the Business Case Analysis process mandated by CCA for capital IT Investments
- ★ Implement IT Capital Planning Investment Management (CPIM) and change management techniques

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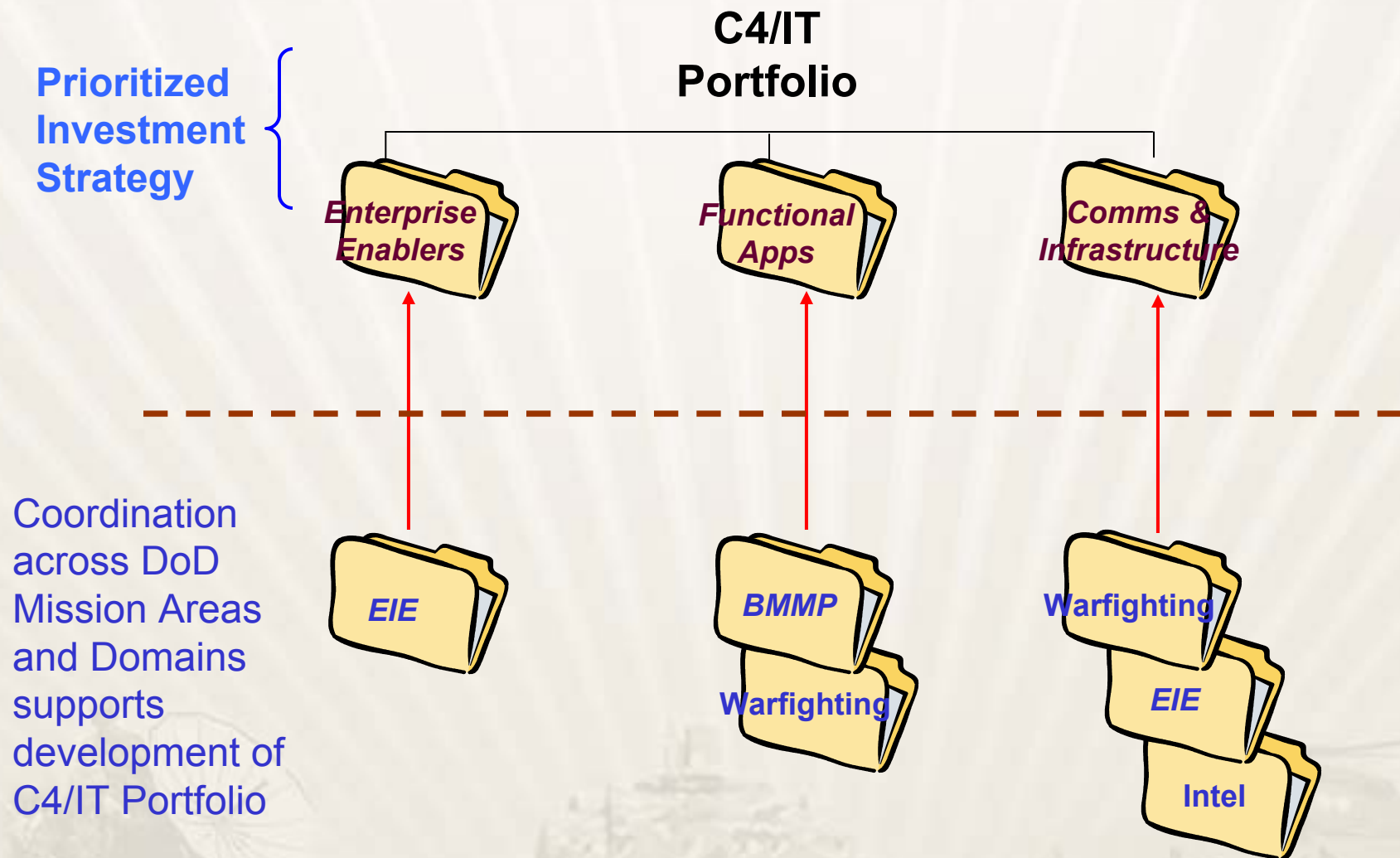


# Relationship to Enterprise Transformation



- ★ **Within the Army, Mission Area Leads, driven by Army Campaign Plan major objectives, will define mission area priorities that contribute to enhanced warfighter support.**
- ★ **Domain Owners develop domain investment strategies aligned to and supporting warfighter priorities, and then execute the strategy**
- ★ **PfM Process supports the PPBS**
  - **Critical to the efficient allocation of resources to support the strategic direction of the Army and ensure all IT and Non-IT related expenditures are enterprise-focused**
  - **Matching \$\$ invested to capabilities provided allows better understanding of the impact of funding decisions, enables more aggressive funding strategies.**

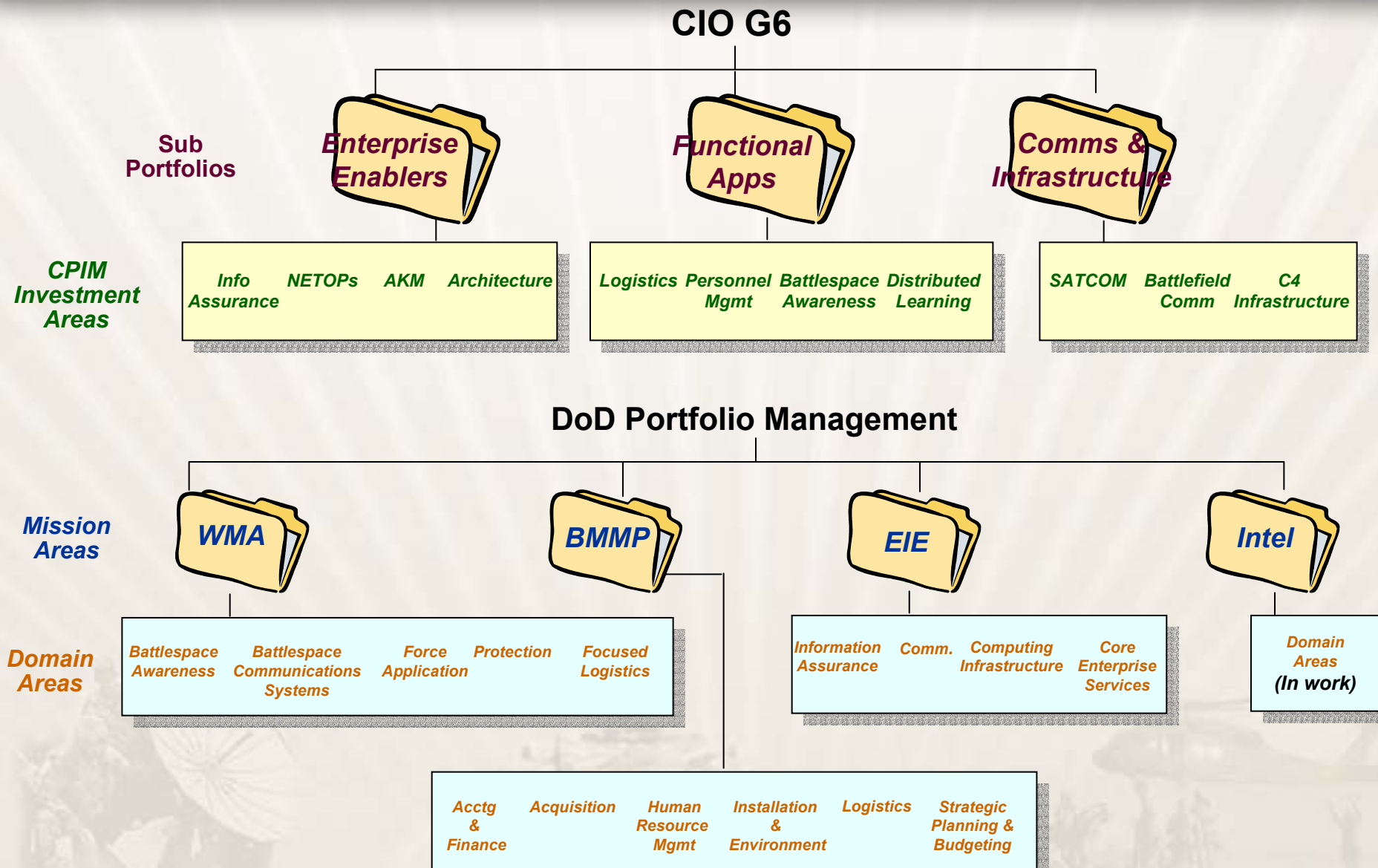
# Portfolio essential to Prioritized Investment Strategy



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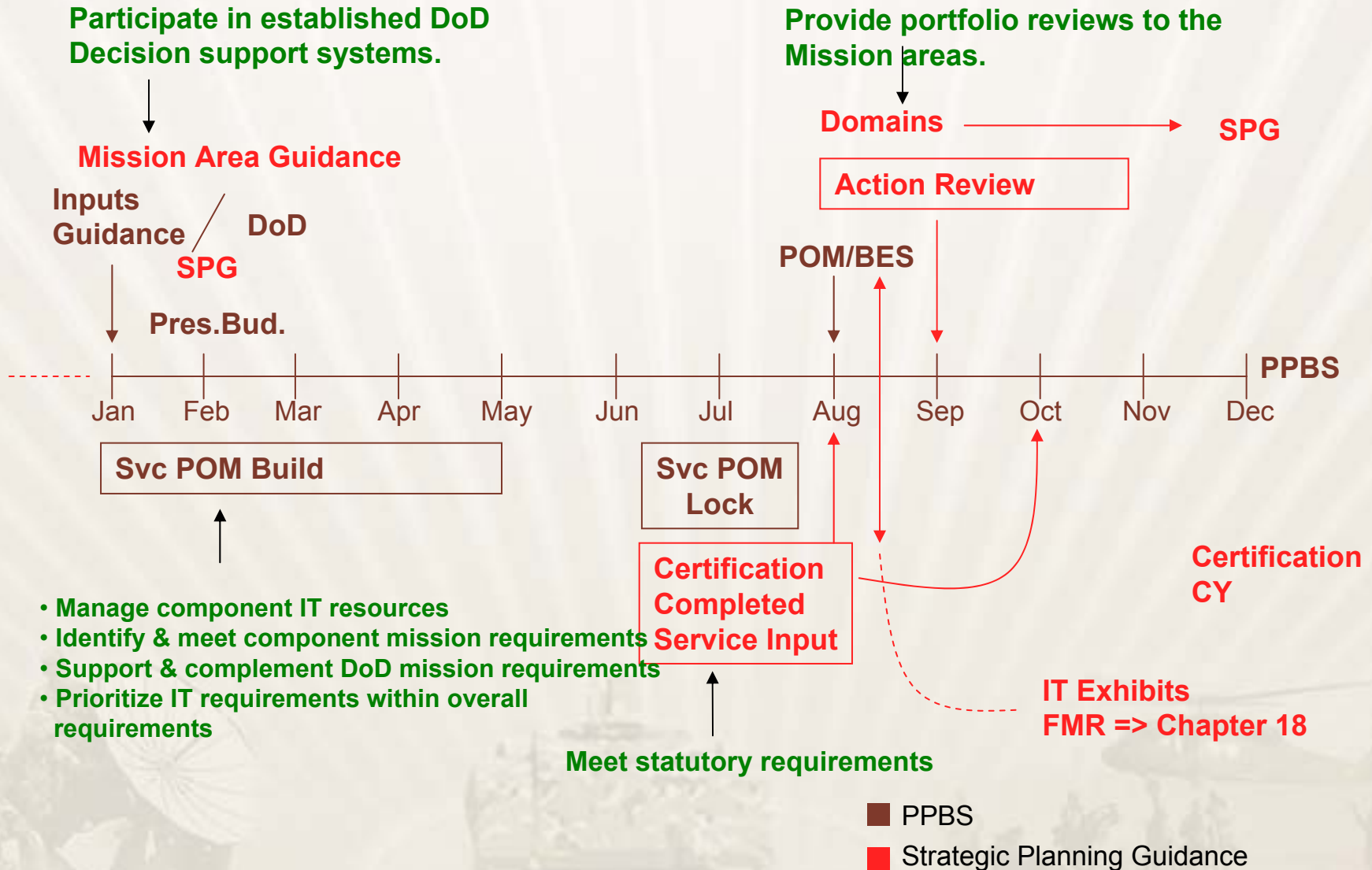
# CIO/G6 Portfolio Areas in Relation to DoD Portfolios



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# OSD view on how PfM supports the Budgeting process



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# Army Portfolio Management

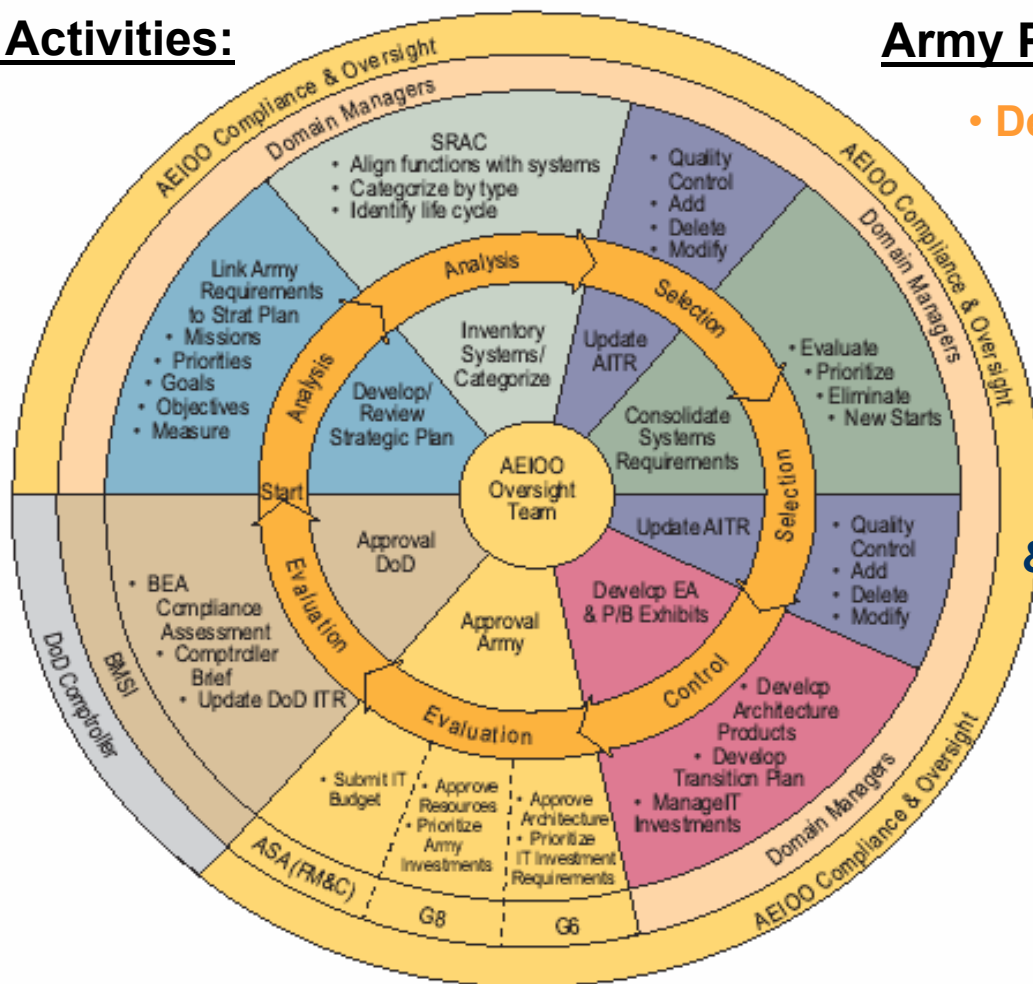
## Army Portfolio Management Oversight

### DoD PfM 4 Core Activities:

- Analysis
- Selection
- Control
- Evaluation

### Army PfM 6 Core Activities:

- Develop/Review Strategic Plan
- Conduct Inventory of Systems
- Consolidate Systems Requirements
- Develop EA Planning & Budgeting documents
- Obtain Army Approval
- Obtain DoD Approval



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# PfM - Review



## ★ Learning Objectives

- Understand the role of PfM in Army Enterprise Transformation
- Recognize Domain Roles & Responsibilities
- Understand compliance provisions

## ★ Portfolio Management is to be used to manage selected groupings of:

- Initiatives
- Systems

★ True or False – PfM is intended to facilitate executive resourcing decisions to develop a comprehensive Investment Strategy that includes both IT and Non-IT initiatives

## ★ The Portfolio Management process is to be used at the:

- Army Enterprise Level
- Mission Area Level
- Domain Level
- All of the above

★ The coordinated and coherent Investment Strategy developed by the PfM process can be used by which groups associated with the Army POM?

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[Steven.Smith9@us.army.mil](mailto:Steven.Smith9@us.army.mil)

# Army Enterprise Transformation



## Learning Objectives

- Understand the role of AEIOO
- Understand the roles & responsibilities of Mission Area Leads / Domains
- Understand the role of the attendees

# Evolving Enterprise Transformation Guidance



- National Defense Authorization Act FY03 (PL 107-314) (Dec 02)
  - Initiates Enterprise Architecture & Transition Plan for Implementation
- SECDEF established BMMP under USD(C) & ASD (NII) (May 03)
  - Identifies Domain roles & responsibilities
- National Defense Appropriations Act FY04 (PL 108-87) (Sep 03)
  - Requires OSD Comptroller certify that any system investment over \$1M is compliant with BEA and Transition plan – or funds **may not be obligated**.
- DEPSECDEF Memo on IT Portfolio Management (PfM) (Mar 04)
  - Requires IT investment decisions be made using PfM approach
- MID 918 (DRAFT)
  - Directs Services establish IT PfM governance structures: **Mission Areas**
- SECARMY established AEIOO to provide internal Army integration
  - “...provide top-level policy, guidance, and direction in definition, design, implementation and integration of enterprise solutions across the Army and between DoD and other external agencies.” *AEIOO Charter, 2003*



# AEIOO Enterprise Transformation Role



## **AEIOO Mission:**

***On behalf of the Secretary of the Army, the Army Enterprise Integration Oversight Office provides top-level policy, guidance, and direction in the definition, design, implementation, and integration of enterprise solutions across the Army and between Department of Defense, the Army and other external organizations.***

## **Goals:**

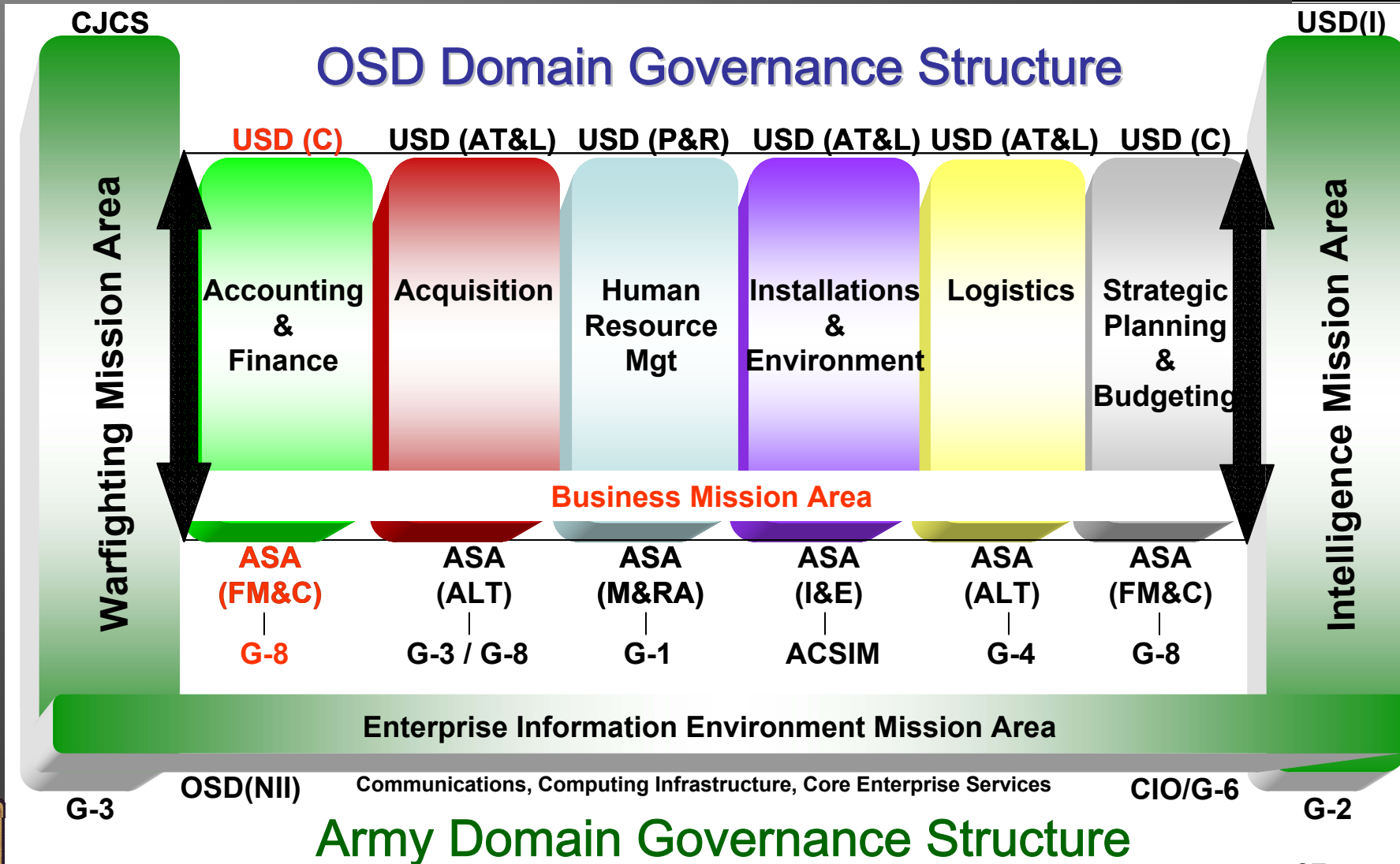
- Support Army Business Transformation through Enterprise Integration
- Develop, validate, and maintain an end to end strategy through a transformation governance structure
- Ensure all projects are coordinated and synchronized at an enterprise level
- Support executive decision-making

**On 19 Aug 04 – AEIOO was reassigned to the CIO/G-6 by the Acting Secretary of the Army**





# Domain Focused Management Structure



# Army Governance Structure

## Army Transformation Leadership Council



- SECARMY Leads
- Mission Area Leads participate
  - Warfighting/Operations (G-3)
  - Business (ASA FM&C/CFO/G-8)
  - EIE (CIO/G-6)
  - Intelligence G-2

## Mission Area Governance Boards



- Mission Area Leads govern
- Domain Owners participate
- Unresolved issues raised to Leadership Council
- CIO provides IT technical expertise
- G-3 and G-8 provides Warfighter focus

## Domain Governance Boards



- Domain Owners lead (ASA ALT, FM&C, I&E, and M&RA)
- ARSTAF, MACOMs and Agencies participate
- Cross Domain Issues referred to Mission Area Governance Board
- CIO provides IT technical expertise
- G-3 and G-8 provides Warfighter focus

← **Proposed** →

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# Army Staff Roles and Responsibilities



- **SECARMY**
  - ☐ Provide strategic direction
- **AEIOO**
  - ☐ Establish & maintain structure
  - ☐ Facilitate & monitor execution
- **ASA(FM&C)**
  - ☐ Business Mission Area, Accounting & Finance and Strategic Planning & Budgeting Domain
  - ☐ Comptroller
- **ASA(ALT)**
  - ☐ Acquisition & Logistics Domain
  - ☐ PEO/PM Oversight
- **ASA (M&RA)**
  - ☐ HRM Domain
- **G-3**
  - ☐ Warfighting Mission Area
  - ☐ Prioritizer
- **CIO/G-6**
  - ☐ EIE Mission Area
  - ☐ Technical expertise
- **G-2**
  - ☐ Intelligence Mission Area
- **G-1**
  - ☐ HRM Domain
- **G-4**
  - ☐ Logistics Domain
- **G-8**
  - ☐ Analyze & Integrate, Balance Army Program
- **Principal HQDA Officials & FOAs**

• **Overarching guidance and oversight**

• **Mission area and/or domain roles**

• **Specific HQDA staff responsibilities**

• **Specific HQDA staff responsibilities**

# Army Mission Area Leads / Domain Owners Roles and Responsibilities



## Mission Area Leads: Overarching guidance and support

- Drive cross-domain integration
  - ☐ Transformation strategy and structure
  - ☐ Performance measures
- Ensure domain compliance with all statutory responsibilities
  - ☐ Acquisition milestones
  - ☐ Comptroller certifications
- Participate in Army Transformation Leadership Council

## Domain Owners: Domain-specific responsibilities

- Transformation strategy and structure
- Change management and communications
- Performance measures
- Domain architecture, process modeling, and data strategy
- Portfolio Management and Investment Review processes
- Transition Plan
- Guide, monitor and ensure proper resourcing of:
  - ☐ Transformation activities and initiatives
  - ☐ Compliance with all statutory responsibilities



# Enterprise Transformation Performance Measures



## ■ Enterprise

- ☐ Common set of measures that will assess the Army's progress by using each Domain's contribution to the Transformation
- ☐ Enterprise measures are derived from assessments of the Domains
- ☐ Measures are categorized based on the Transformation Governance objectives:
  - Transform Army Business Operations
  - Develop and maintain Army Business Enterprise Architecture
  - Conduct Portfolio Management
  - Comply with BMMP

## ■ Domain

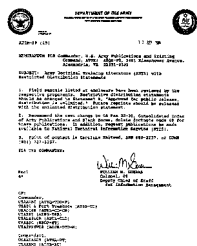
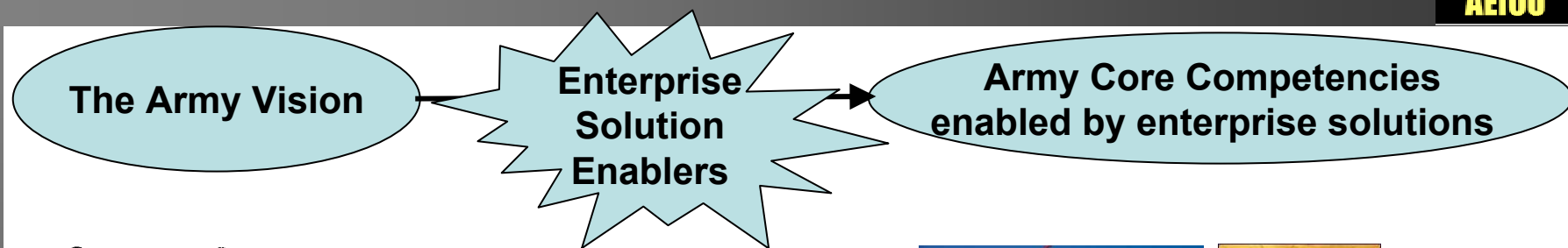
- ☐ Quantitative
  - Evaluate a target level of performance expressed as a tangible, measurable objective against which actual achievement can be compared
- ☐ Qualitative
  - Provide a description of the level of activity that will be provided over a period of time or by a specified date
  - Critical criteria that is difficult or unable to measure



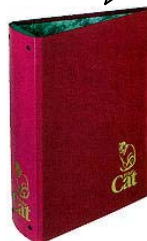
# Performance Measures: BMMP - Army Metrics Map

BMMP Metric	Army Metric		
	Domain	Domain Goal	Performance Measure
Increment 2: <u>Sub-Focus:</u> Achieve total asset visibility and accurate valuation of assets (includes Operating, Materials and Supplies; Inventory and Property; Plant and Equipment) – Continued	Logistics – Continued	Connect the Logistician - Continued	<ul style="list-style-type: none"> <li>Lag time between initiation of request/information and receipt of request/information to/from external trading partner</li> <li>% of external trading partners identified and connected (JIM – Joint InterAgency Multinational and Commercial Trading Partners)</li> </ul>
	Finance and Accounting	Visibility and accuracy of Army assets through integrated enterprise-wide system(s)	% of Army assets that can be identified via detail in accounting system
	Enterprise Information Management	Manage the infostructure (IT Infrastructure) as an enterprise to enhance capabilities	<ul style="list-style-type: none"> <li># of IT investments included in a portfolio</li> </ul>
	Installations and Environment	Achieve total asset visibility and accuracy of the Army Real Property Inventory (RPI)	<ul style="list-style-type: none"> <li>% of total asset visibility in RPI</li> <li>% of accuracy of RPI</li> </ul>

# AEIOO Enterprise Transformation Governance



“Who does what?”



“What must be done?”



“How is it done?”

## Policy

Governance Structure

### SECARMY Memorandum:

“Army Enterprise Transformation Governance”

## Directive

Governance Guidance

### Army Regulation:

“Management of Army Enterprise Transformation”

## Instruction and Manual

Implementation and “How To” Guidance

### DA Pamphlet:

“Implementation of Army Enterprise Transformation” and Transformation Guide (Appendix to DA Pamphlet)



*Now in Staffing*



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— **Army Enterprise Integration Oversight Office** —

24 September 2004



# Congressional Concerns



- HR 4200 HASC Rpt 108-491 (Auth FY05) - Sec 332:
  - Requires Domains approve any business systems expenditure in excess of \$1M (effective 1 Jan 05)
  - Establish an Investment Review process NLT 15 Mar 05
  - Develop an Enterprise Architecture NLT 30 Sep 05
  
- S.2400 SASC Rpt 108-260 (Auth FY05) - Sec 1004
  - Develop an enterprise architecture and transition plan NLT 30 Sep 05
  - Requires approval of SECDEF or designated official for business system expenditures in excess of \$1M
  - Makes violation of this provision an infraction of the **Anti-Deficiency Act**
  - Designates DoD Domain Officials with accountability and responsibility
  - Establish a Defense Business System Investment Review process

Congress is watching – and may take action to put control in hands of OSD Domains



# Congressional Concerns

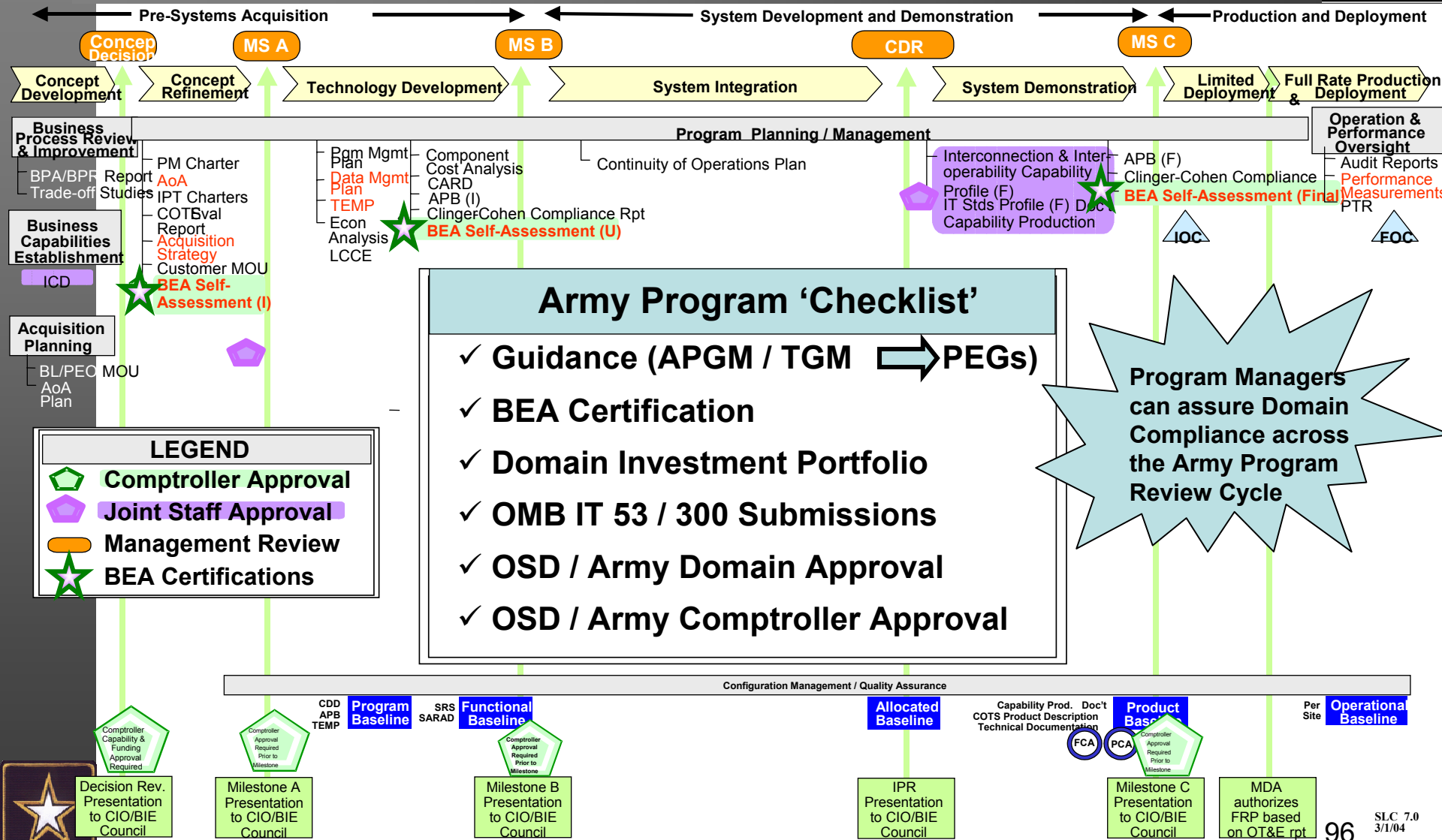
- FY05 Defense Appropriation Act (PL 108-287, 05 Aug 04) - Sec 8083:
  - ‘**None of the funds** appropriated in this Act **may be used** for...a mission critical or mission essential...information technology system that is not registered with the DoD CIO...”
  - “a financial management system, a mixed information system or a system improvement of more than \$1M **may not receive** Milestone A approval, Milestone B approval, or full rate production or their equivalent within the DoD **until the USD (Comptroller) certifies**...that the system is being developed and managed in accordance with the DoD’s Financial Management Modernization Plan” (now BMMP)
- Certifications as to compliance with Clinger-Cohen Act
  - “a major automated information system **may not receive** MS A, MS B, or FRP approval or their equivalent until the DoD CIO certifies the system is being developed in accordance with the Clinger-Cohen Act of 1996

Both Authorizations and Appropriations committees are increasing oversight



# How does this impact me?

## (Checklist for Army Program Review Cycle)





# AEIOO Communications Center

## www.army.mil/aeioo



Army.mil Contact Us

**Army Enterprise Integration Oversight Office**  
**Welcome to the AEIOO Communications Center**

Accounting & Finance | Acquisition | Human Resources Management | Installations & Environment | Logistics | Strategic Planning & Budgeting | Enterprise Information Environment

Home Site Map

**What's New:**

- > AEIOO reassigned to CIO/G-6 effective 1 September 2004 - See [Memorandum](#)
- > **Now Available: Systems Realignment and Categorization (SRAC) Guide**
- > **Now Available:** DRAFT Army Enterprise Transformation Governance Model and Framework - See ["Frameworks"](#)
- > **Now Available :** Army Enterprise Transformation Guide - See ["Toolkits"](#)

> [Advanced Search](#)

Cover Photo

**Operations**

- > [About AEIOO](#)
- > [Related Organizations](#)
- > [Governance](#)
- > [Frameworks](#)
- > [Architectures](#)
- > [Performance Measures](#)
- > [Toolkits](#)
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Last Updated: Wednesday, 08/25/2004 14:33:42



# Army Enterprise Transformation Guide

[www.army.mil/aeioo](http://www.army.mil/aeioo) (Toolkits)



# Army Enterprise Transformation - Review



## ■ Learning Objectives

- ☐ Understand the role of AEIOO
  - ☐ Understand the roles & responsibilities of Mission Area Leads / Domains
  - ☐ Understand the role of the attendees
- 
- True or False – The mission of the AEIOO is to provide top-level policy, guidance, and direction in the definition, design, implementation, and integration of enterprise solutions across the Army...
  - Name the three centralized Army Governance Boards, in order of precedence
  - Cross-domain issues that cannot be resolved by the domains involved can be elevated to which governance board for guidance and direction?
  - Which Mission Area is considered an enabler for all other Mission Areas and all Business Domains?
  - Name the three types of Performance Measures
  - Where can you go to get more information, access references and supporting documents that will support your organizations transformation efforts?

– ***Army Enterprise Integration Oversight Office***



# Have we achieved our Objectives?



## ■ Course Learning Objectives:

- ☐ Understand the BMMP Goals, Objectives and Timeline
- ☐ Understand the Impact of BMMP on Army Enterprise Transformation
- ☐ Understand the Impact of BMMP on the organizations, processes, procedures, programs, and systems of the attendees
- ☐ Understand that focus is Business transformation not Systems modernization



# Tools Available for Support



- Defense Acquisition University
  - BMMP Course ([http://clc.dau.mil/kc/no\\_login/portal.asp](http://clc.dau.mil/kc/no_login/portal.asp))
- BMMP Homepage
  - <http://www.dod.mil/comptroller/bmmp/pages/index.html>
- BMMP Portal
  - <https://portalbmmp.dfas.mil/>
- BMMP Compliance Documentation (registered .mil users only)
  - Login to BMMP Portal, select Domains Tab
- AEIOO Communications Center (<http://www.army.mil/aeioo>)
  - Army Enterprise Transformation Governance (AR 5-xx)
  - Army Enterprise Transformation Framework (DA Pam 5-xx)
  - Army Enterprise Transformation Guide



# Wrap-up / Q&A



Army Enterprise Integration Oversight Office  
1700 North Moore St, Arlington VA 22209  
703.696.3877

# Back-ups





# **Supplemental Slides BMMP**





# Acquisition (ACQ) Domain

- ▶ **Mission:** Lead the transformation to strategic acquisition by integrating the people, processes and technologies required to implement a modern acquisition environment that supports the Warfighter's needs.
- ▶ **Vision:** An innovative and strategic Acquisition enterprise focused on efficient and cost-effective delivery of the best possible capabilities that enable the Warfighter to succeed.
- ▶ Transformation Initiatives:
  - Governance;
  - Architecture;
  - Transition Planning; and
  - Portfolio Management.



# Human Resources Management (HRM) Domain

- ▶ **Mission:** Work in an enterprise manner to improve and transform business practices and systems to support the customer (service member, DoD civilian, and others) and the warfighter with a total force approach.
- ▶ **Vision:** Integrated personnel and pay system, Electronic health and travel records, and Cross-Service Support for military personnel. Support the readiness of the total force for peacetime, contingency, crisis, and war fighting
- ▶ **Working today**
  - Composite Health Care System II
  - TriCare Online
  - Defense Civilian Personnel Data System
  - Defense Travel System
- ▶ **Work in Progress**
  - Defense Integrated Military Human Resources System
  - Electronic Health Record
  - Civilian E-Pay consolidation



# Installations and Environment (I&E) Domain

- ▶ **Vision:** Transformed world class I&E business operations enabled by integrated information solutions
  
- ▶ **Mission:** Support installation, environment, safety and occupational health community business transformation through collaborative:
  - Business process reengineering
  - Data management strategy
  - IT integration
  - Change management
  
- ▶ **FY04 Initiatives**
  - BMMP Increment One
    - Asset Accountability
    - Material Weaknesses
  - Real Property Inventory (RPI) Business Process Reengineering
  - I&E Architecture
  - Transformation Management



## ► Scope/ Mission

- A DoD logistics enterprise able to support rapid, agile deployment, employment, and sustainment of the Total Force across the full spectrum of operations in a cost-effective manner.

## ► Accomplishments

- BMMP-compliant architecture
- Portfolio Management process
- Portfolio Management Working Group

## ► Action Plans for FY04-05

- Develop baseline of Component's Portfolio Management processes
- Educate Logistics Domain on Portfolio Management process
- Implement Portfolio Management Process



# Strategic Planning and Budgeting (SPB) Domain

- ▶ **Mission:** Transform the planning, programming and budgeting system to a capabilities-based planning and resourcing system with enhanced joint capability tradeoff analysis supported by timely, accurate budget execution and performance data.
- ▶ **Focus to date:** BEA and BPR in area of funds distribution and budget execution, work with ACC/FIN Domain to design new Standard Financial Information Structure, to support BMMP 1<sup>st</sup> increment goal of Clean Audit Opinion
- ▶ **Current/future initiatives include:**
  - Portfolio Management work to reduce number of PPBE systems
  - Program-Budget-Execution data integration
  - Supporting Small Defense Agencies Business System (in conjunction with Accounting and Finance (ACC/FIN) initiatives)
  - PPBE process improvements, performance/capability measures



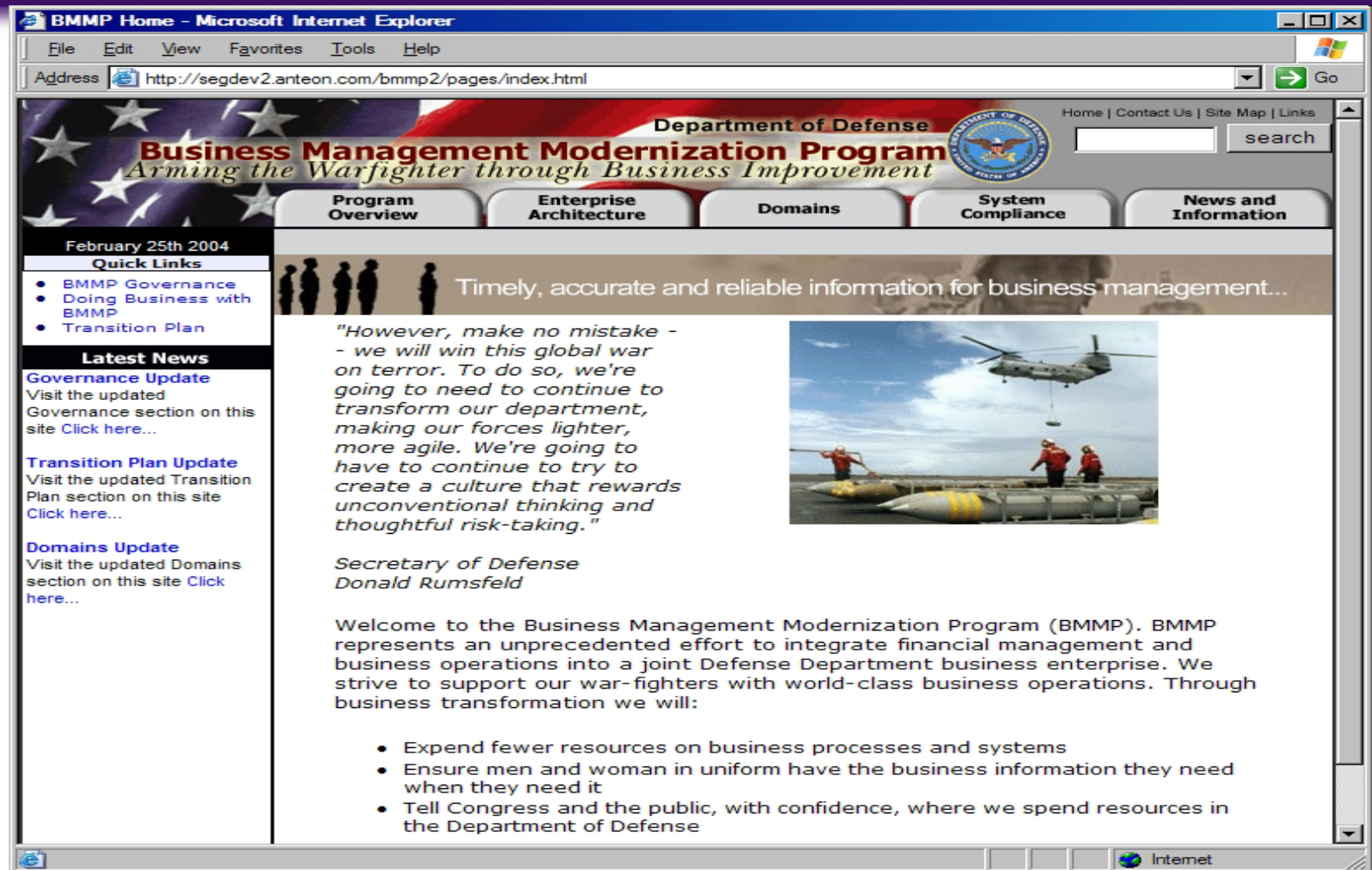
# Enterprise Information Environment Mission Area (EIEMA)

- ▶ **Mission:** People throughout the trusted, dependable and ubiquitous network are empowered by their ability to access information and recognized for the inputs they provide.
- ▶ **Vision:** Support the Warfighter, DOD portion of National Intelligence, and Business Mission Areas by providing a common Enterprise Information Environment (EIE) foundation for net-centric operations.
- ▶ **Goals:**
  - Achieve an ubiquitous, secure and robust global DoD network
  - Eliminate bandwidth and computing capability limitations
  - Deploy collaborative capabilities and other enterprise-wide performance support services
  - Secure and assure the network and the information
  - Achieve an appropriate end-to-end Quality of Service (QoS) to support DoD mission capabilities



# BMMP Website:

<http://www.defenselink.mil/comptroller/bmmp/>



Questions and Comments can be Sent Using the "Contact Us" Page on this Website.





# System Acronyms and Definitions

- ▶ **National Security Systems (NSS).** Sec. 5142 of the Clinger-Cohen Act of 1996 defines a National Security System as “any telecommunications or information system operated by the United States Government, the function of which –
  - (1) involves intelligence activities;
  - (2) involves cryptologic activities related to national security;
  - (3) involves command and control of military forces;
  - (4) involves equipment that is an integral part of a weapon or weapons system; or
  - (5) is critical to the direct fulfillment of military or intelligence missions.
- ▶ **ACAT.** Acquisition Category\*
- ▶ **Mission Critical Information System.** A system that meets the definitions of “information system” and “national security system” in the CCA (reference (I)), the loss of which would cause the stoppage of warfighter operations or direct mission support of warfighter operations. (Note: The designation of mission critical shall be made by a Component Head, a Combatant Commander, or their designee. A financial management IT system shall be considered a mission-critical IT system as defined by the USD(C).) A “Mission-Critical Information Technology System” has the same meaning as a “Mission-Critical Information System.”\*
- ▶ **Mission-Essential Information System.** A system that meets the definition of “information system” in reference (I), that the acquiring Component Head or designee determines is basic and necessary for the accomplishment of the organizational mission. (Note: The designation of mission essential shall be made by a Component Head, a Combatant Commander, or their designee. A financial management IT system shall be considered a mission-essential IT system as defined by the USD(C).) A “Mission-Essential Information Technology System” has the same meaning as a “Mission-Essential Information System.” \*



# System Acronyms and Definitions (Cont'd)

- ▶ **Mission Support Information System.** Is not a Mission Critical or Mission Essential Information System (see definitions above).
- ▶ **MAC I. Mission Assurance Category I.** Systems handling information that is determined to be vital to the operational readiness or mission effectiveness of deployed and contingency forces in terms of both content and timeliness. The consequences of loss of integrity or availability of a MAC I system are unacceptable and could include the immediate and sustained loss of mission effectiveness. MAC I systems require the most stringent protection measures.\*\*
- ▶ **MAC II. Mission Assurance Category II.** Systems handling information that is important to the support of deployed and contingency forces. The consequences of loss of integrity are unacceptable. Loss of availability is difficult to deal with and can only be tolerated for a short time. The consequences could include delay or degradation in providing important support services or commodities that may seriously impact mission effectiveness or operational readiness. MAC II systems require additional safeguards beyond best practices to ensure adequate assurance.\*\*
- ▶ **MAC III. Mission Assurance Category III.** Systems handling information that is necessary for the conduct of day-to-day business, but does not materially affect support to deployed or contingency forces in the short-term. The consequences of loss of integrity or availability can be tolerated or overcome without significant impacts on mission effectiveness or operational readiness. The consequences could include the delay or degradation of services or commodities enabling routine activities. MAC III systems require protective measures, techniques or procedures generally commensurate with commercial best practices. \*\*



# System Acronyms and Definitions (Cont'd)

- ▶ **DoD-Wide.** A system that is standard across the Department of Defense.
- ▶ **Joint.** Connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate. (Joint Pub 1-02)
- ▶ **Multi-Component System.** A system used by more than one Component.
- ▶ **Component Standard System.** A system that is standard across a Component.
- ▶ **Major Command Standard.** A system that is standard across a Major Command.
- ▶ **Below Major Command.** Systems which are not DoD-wide, Joint, Multi-Component, Component Standard Systems or Major Command Standard systems. Includes bridges (systems that interface between two or more other systems), uniques, and systems used at a single site.
- ▶ **Information Assurance (IA).** Measures that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and non-repudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities.\*\*
- ▶ **Architecture.** The structure of components, their relationships, and the principles and guidelines governing their design and evolution over time. (DoD Architecture Framework)
- ▶ **Data Management initiatives.** Data Management is the policy, procedures and mechanisms to ensure visibility, accessibility, semantic interoperability and metadata tagging of data.
- ▶ **Data Stores.** Repositories for storing data.
- ▶ **COTS Office Automation Software Products/Suites.** COTS software products or suites of products (e.g., featuring integration and/or bundling) used to perform typical office information processing functions and increase office productivity.



# BEA 2.2 Release

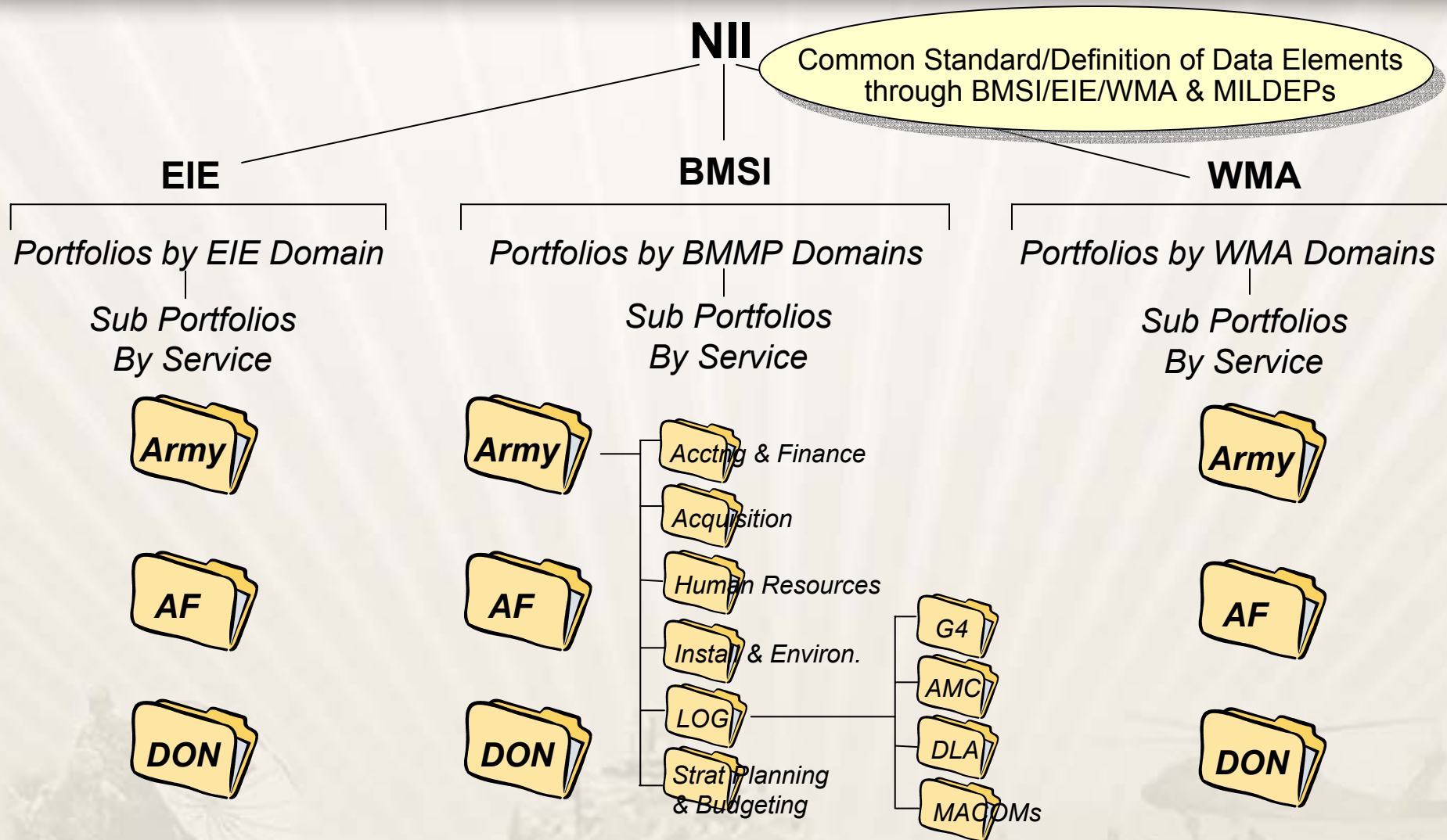
- ▶ Products jointly developed with Domains
  - **OV-6a, Operational Rules Model**
  - **OV6c, EBPM**
- ▶ Products submitted by Domains
  - **OV-7, Logical Data Models:**
    - ▶ **HRM**
    - ▶ **I&E (environment only)**
- ▶ Products developed to describe BEA2.2
  - **AV-1, Overview and Summary**
  - **AV-2, Integrated Dictionary**
- ▶ Products updated by BMSI to meet General Accounting Office (GAO) and Independent validation and verification (IV&V) guidance, but not yet updated to reflect EBPM
  - **SV-1, Systems Interface Description**
  - **SV-4, Systems Functionality Description**
  - **SV-6, Systems Interface Description**
  - **TV-1, Technical Standards Profile**
  - **OV-7, Logical Data Model**
- ▶ Products not yet updated with Increment One Content
  - OV-1, High-Level Operational Concept Graphic
  - OV-2, Operational Node Connectivity Description
  - OV-3, Operational Information Exchange Matrix
  - OV-4, Organizational Relationships Chart
  - OV-5, Operational Activity Model
  - OV-7 (for LOG, ACQ, ACC & FIN, and SPB)
  - SV-3, Systems-Systems Matrix
  - SV-5, Operational Activity to System Function Traceability Matrix
  - SV-7, Systems Performance Parameters Matrix
  - SV-9, Systems Technology Forecast
  - TV-2, Technical Standards Forecast
  - ICOM Hierarchy Report
  - Activity Hierarchy Report
  - System Entity to Enterprise Services Linkage Matrix
  - SV Disposition List
  - Technical Services to Enterprise Services Linkage Matrix
  - Requirements Traceability Matrix



# **Supplemental Slides PfM**



# The Army Portfolio Management Solution



**The domain and portfolio-based IT management approach – manages Information Technology investment and program data within common portfolio structure.**

**"Our Army at War -- Relevant and Ready"**





# Guidance in Building the Army Portfolio

## ★ The Investment Strategy and Building an Army Portfolio

- **Clinger-Cohen**
  - “provide for the selection ... Management ... and evaluation of IT investments”
  - “monitor the performance of IT programs ... and advise regarding whether to continue, modify, or terminate a program or project”
- **DepSecDef IT Portfolio Management Memorandum**
  - “Decisions on what IT investments to make, modify or terminate shall be based on architectures, risk tolerance levels, potential returns, outcome goals and performance.”
  - “assure that we have the right IT capabilities to perform our mission and conduct effective information operations, eliminate outdated ways of doing business, and achieve our net-centric goals.”
- **MID 918 – Draft DoD IT Portfolio Governance**
  - Draft governance document intending to integrate DoD Mission Areas (Warfighter, Business, Intelligence and Enterprise Information Environment (EIE)) IT and investments.
  - Document not yet approved – was concern that the policies and structure were not defined nor approved, but the services were to be tasked to fund in ‘05 and beyond.
- **Portfolio Management – Management of selected groupings of IT investments using integrated strategic planning, integrated architectures, measures of performance, risk management techniques, transition plans and portfolio investment strategies.**

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# Steps of Portfolio Management

- ★ **Identify the Components within your Portfolio (this is where DoD is)**
- ★ **Determine how to evaluate your proposed Portfolio components (evaluative criteria)**
  - **Capability provided**
  - **Architecture compliance/fit**
  - **Criticality to Mission**
  - **Functional Interdependencies**
  - **Risk and Integration**
  - **Strategic Alignment**
  - **Performance Outcome/Achievements**
  - **Cost and Confidence**
- ★ **Group like-type/supporting components (investments) into sub-portfolio groups (domains/investment areas) – determine “internal priorities”**
- ★ **CPIM works with Domain/Investment Area leaders, DA Staff and MACOMs to determine coordinated CIO/G6 priorities (during annual workshop) to support POM process – “Overall Portfolio priorities”**

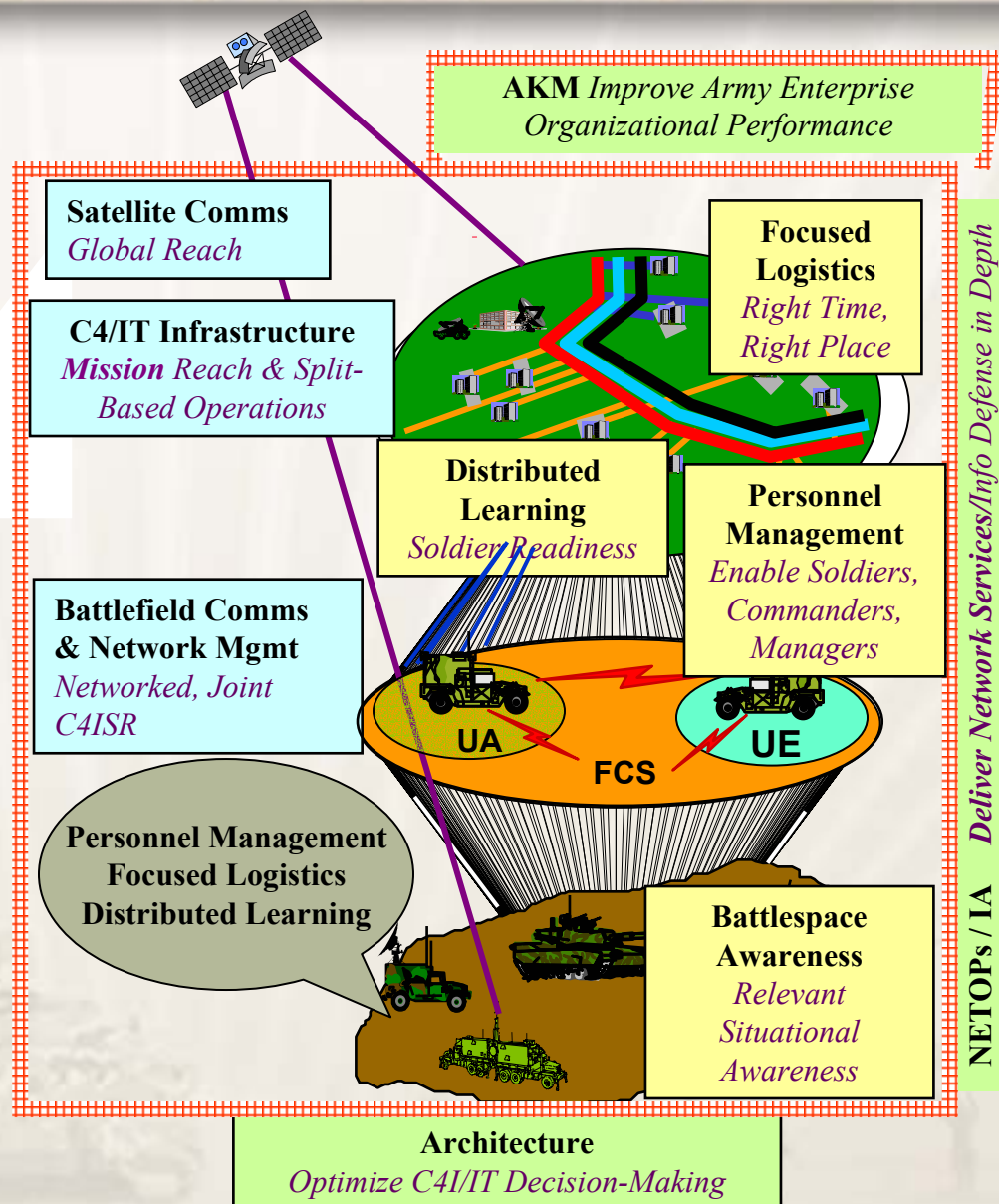
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# The CPIM Strategy extends across the CIO/G6 C4I/IT Portfolio



*\*Each Portfolio Area contains at least three investment areas, covering all CIO MDEPs*



**"Our Army at War -- Relevant and Ready"**



# CPIM Process & Product

- **CPIM Process conducts a capabilities based review of funding requirements**
  - Capabilities are those needed to support Army's future strategy (CSA guidance, TAP and ACP) and CIO/G6 imperatives
  - Produces a funding prioritization list to support the capabilities, linked to programs/systems which provide the required capability, then linked to MDEP and PEG from which resourced
  - CIO/G6 PEG representatives carry a prioritized list of systems/programs by MDEP into PEG deliberations
- **CPIM Product is a coordinated, coherent IT funding strategy which addresses IT priorities for use within the PEG/POM process**
  - Provides CIO/G6 the IT funding strategy oversight as required by the Clinger-Cohen Act
  - Allows each IT investment to be traced to:
    - a requirement or capability specified in the tactical or institutional architecture,
    - a capability necessary to support the Army as specified by a TAP Code and map IT capability to MDEP
  - Flexible to ensure IT funding strategy capitalizes on best business practices and tactical/operational immediate requirements and lessons learned

**"Our Army at War -- Relevant and Ready"**



# CPIM Maps to DoD Domains

<b>CPIM Investment Area</b>	<b>Domain Areas</b>
<b>Satellite Communications</b>	<b>Battlespace Comms Systems; Battlespace Awareness; Focused Logistics</b>
<b>Battlefield Communications &amp; Network Management</b>	<b>Battlespace Comms Systems; Force Application; Protection (Force)</b>
<b>C4 Infrastructure</b>	<b>Installations and Environment</b>
<b>Information Assurance</b>	<b>Information Assurance</b>
<b>NETOPs</b>	<b>Communications; Core Enterprise Services; Strategic Planning and Budgeting</b>
<b>Army Knowledge Mgmt</b>	<b>Core Enterprise Services; Strategic Planning and Budgeting</b>
<b>Architecture</b>	<b>Computing Infrastructure; Core Enterprise Services; Strategic Planning and Budgeting</b>
<b>Focused Logistics</b>	<b>Logistics; Installations and Environment; Focused Logistics</b>
<b>Personnel Management</b>	<b>Human Resources Management; Accounting and Finance</b>
<b>Battlespace Awareness</b>	<b>Battlespace Awareness; Protection (Force)</b>
<b>Advanced Distributed Learning</b>	

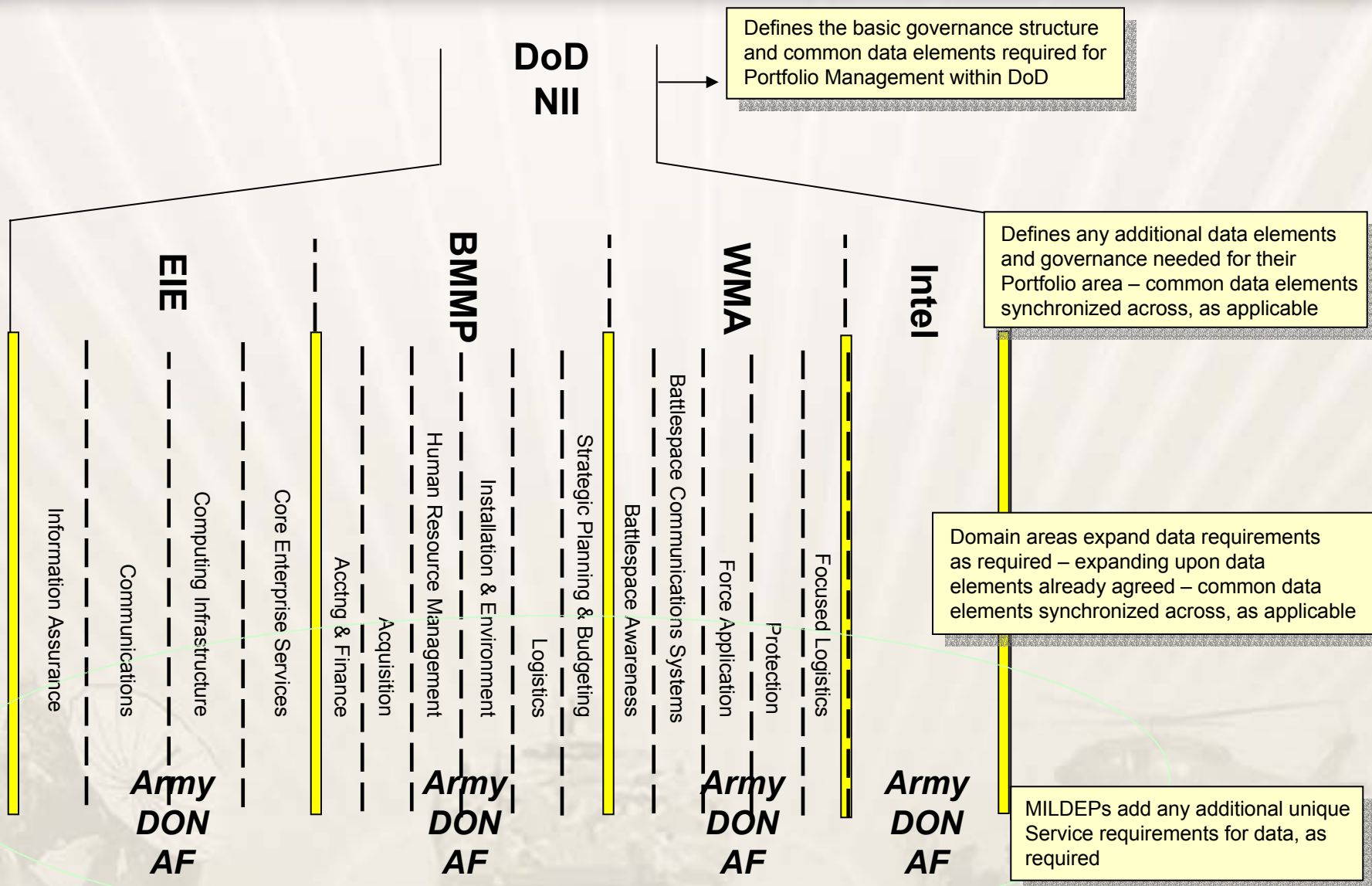
**"Our Army at War -- Relevant and Ready"**





# Governance Roadmap

## Defining A Common Data Structure for Portfolio Management



"Our Army at War == Relevant and Ready"



# Uncoordinated Management Process

- ★ **Major point of frustration within the services**
  - **BMMP domains have had random, uncoordinated, conflicting data calls – many with unreasonable suspenses**
  - **BMMP domains have been by-passing ‘service HQs’ level, going direct to service domain level for data calls.**
  - **Concern is that unless control is gained over the process, it will only be exacerbated as the Warfighting, Intelligence and EIE Mission Areas stand up.**
- ★ **What is Needed**
  - **Define how the data is to be used before collecting data for data’s sake**
  - **Agreed definition of data standards, and data coordinated across domains and mission areas**
  - **Ensure the MILDEPs are in the data definition process, capitalizing upon existing data inventories and standardizing what is needed**

**"Our Army at War -- Relevant and Ready"**



# DoD Data Calls – Random & Uncoordinated

NII

## EIE Domains

## BMMP Domains

## WMA Domains

## Intel Domains

Information Assurance  
Comm. Computing  
Enterprise Infrastructure  
Services

Acctg & Finance  
Acquisition  
Human Resource Mgmt  
Instillation & Environment  
Logistics  
Strategic Planning & Budgeting

Battlespace Awareness  
Battlespace Comms Systems  
Force Application  
Protection  
Focused Logistics

In work

Army

DON

AF

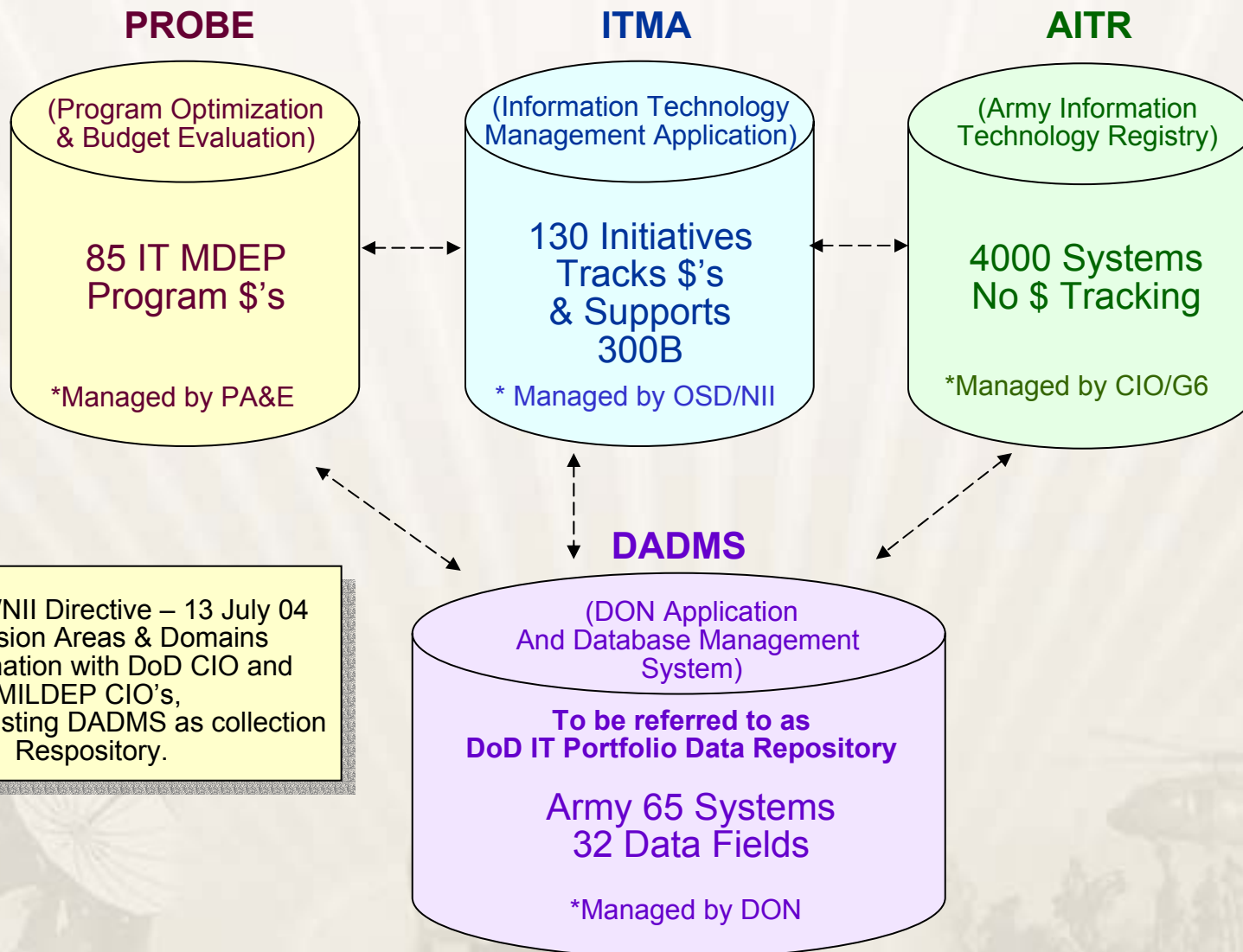
*Current State – Domain Data Calls often seek similar data but not coordinated for common structure, many times bypassing service HQs straight to service POCs – result is confusion, duplicative efforts, and data bases which do not “talk”.*

**"Our Army at War -- Relevant and Ready"**





# The Move Toward a Common Data Structure to Support Data Repositories



**"Our Army at War -- Relevant and Ready"**